

BEFORE THE
CALIFORNIA INTEGRATED WASTE MANAGEMENT BOARD

IN THE MATTER OF THE:)
)
REGULAR BUSINESS MEETING)

DATE AND TIME: THURSDAY, MARCH 26, 1998
 9:30 A.M.

PLACE: BOARD HEARING ROOM
 8800 CAL CENTER DRIVE
 SACRAMENTO, CALIFORNIA

REPORTER: BETH C. DRAIN, RPR, CSR
 CERTIFICATE NO. 7152

BRS FILE NO.: 44055



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APPEARANCES

MR. DANIEL G. PENNINGTON, CHAIRMAN
MR. ROBERT C. FRAZEE, VICE CHAIRMAN
MR. JOHN AMODIO, MEMBER
MR. WESLEY CHESBRO, MEMBER
MR. DAN EATON, MEMBER
MR. STEVEN R. JONES, MEMBER

STAFF PRESENT

MR. RALPH CHANDLER, CHIEF EXECUTIVE OFFICER
MR. KEITH SMITH, DEPUTY EXECUTIVE DIRECTOR
MS. KATHRYN TOBIAS, CHIEF LEGAL COUNSEL
MS. MARLENE KELLY, BOARD SECRETARY
MS. PATTI BERTRAM, ADMINISTRATIVE ASSISTANT



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1 SACRAMENTO, CALIFORNIA; TUESDAY, APRIL 21, 1998

2 9:30 A.M.

3

4 CHAIRMAN PENNINGTON: GOOD MORNING. WELCOME

5 TO THE SECOND DAY OF THE CALIFORNIA INTEGRATED WASTE

6 MANAGEMENT BOARD'S MARCH MEETING. FIRST, I WOULD LIKE

7 TO WISH MARLENE KELLY AND PATTI BERTRAM BOTH A HAPPY

8 BIRTHDAY TODAY.

9 (APPLAUSE.)

10 CHAIRMAN PENNINGTON: SO NOW WE'LL PUT YOU TO

11 WORK. WOULD YOU CALL THE ROLL, PLEASE.

12 THE SECRETARY: BOARD MEMBER AMODIO.

13 BOARD MEMBER AMODIO: PRESENT.

14 THE SECRETARY: CHESBRO.

15 BOARD MEMBER CHESBRO: HERE.

16 THE SECRETARY: EATON.

17 BOARD MEMBER EATON: HERE.

18 THE SECRETARY: FRAZEE.

19 BOARD MEMBER FRAZEE: HERE.

20 THE SECRETARY: JONES.

21 BOARD MEMBER JONES: HERE.

22 THE SECRETARY: CHAIRMAN PENNINGTON.

23 HERE. WE HAVE A QUORUM.

24 WE'LL START WITH MR. EATON. DO YOU HAVE

25 ANY EX PARTES THAT YOU WOULD LIKE TO - -

203



1 BOARD MEMBER EATON: NONE THIS MORNING, THANK
2 YOU,
3 CHAIRMAN PENNINGTON: MR. JONES.
4 BOARD MEMBER JONES: NO.
5 CHAIRMAN PENNINGTON: MR. FRAZEE.
6 BOARD MEMBER FRAZEE: NONE FOR ME.
7 CHAIRMAN PENNINGTON: MR. CHESBRO.
8 BOARD MEMBER CHESBRO: NONE.
9 CHAIRMAN PENNINGTON: MR. AMODIO.
10 BOARD MEMBER AMODIO: NONE.
11 CHAIRMAN PENNINGTON: OKAY. NOR DO I HAVE
12 ANY
13 THERE'S SPEAKER SLIPS IN THE BACK OF THE
14 ROOM. IF ANYBODY WISHES TO ADDRESS ANY AGENDA ITEM,
15 PLEASE FILL IT OUT AND GIVE IT TO MS. KELLY, WHO WILL
16 GIVE IT TO ME.
17 AND OUR LAST ITEM IS ITEM 35,
18 PRESENTATION OF THE PERFORMANCE PLANS DEVELOPED BY THE
19 PRIORITY AREA TEAMS FOR CONSTRUCTION AND DEMOLITION AND
20 LOCAL GOVERNMENT DIVERSION ASSISTANCE. KEITH SMITH,
21 CAREN TRGOVCICH, JUDY FRIEDMAN AND THE TEAM.
22 MR. SMITH: GOOD MORNING, CHAIRMAN PENNINGTON.
23 KEITH SMITH. I'M GOING TO DO THE PRESENTATION THIS
24 MORNING IN FOUR PARTS, AND WE'LL MOVE THROUGH IT FAIRLY
25 QUICKLY. PART 1 WILL BE A LITTLE BIT OF HISTORY,



1 PARTICULARLY FOR THE NEW BOARD MEMBERS, ON WHAT A
2 PRIORITY AREA TEAM IS, HOW WE GOT THERE, A LITTLE BIT
3 OF THE BACKGROUND ON OUR STRATEGIC PLANNING EFFORT.
4 SECOND, JUDITH WILL GET UP AND DO THE
5 LOCAL GOVERNMENT -- EXPLAIN THE LOCAL GOVERNMENT
6 PRIORITY AREA TEAM AND GIVE YOU A PRESENTATION
7 THERE. CAREN AND HER TEAM WILL FOLLOW. AND THEN I
8 WANT TO MAKE A COUPLE OF CLOSING COMMENTS ABOUT NEXT
9 STEPS AND WHAT YOU CAN EXPECT AS FAR AS NEXT STEP.
10 WHAT YOU WILL SEE TODAY IS THE FIRST HALF
11 OF THE CULMINATION OF OUR STRATEGIC PLANNING EFFORT.
12 WANT TO PUT IT IN A LITTLE BIT OF CONTEXT HERE. THE
13 PROCESS WE'RE USING IS GRAPHICALLY ILLUSTRATED ON THE
14 SCREEN. WHAT WE HAVE SET OUT TO DO IS SELECT KEY
15 AREAS, KEY AREAS WITHIN THE BOARD'S PURVIEW FOR
16 CONCENTRATED AND FOCUSED ATTENTION, THOSE KEY AREAS
17 THAT ARE GOING TO GET US TO OUR ULTIMATE GOAL OR GOALS
18 WITHIN THE STRATEGIC PLAN AREAS, MOST PARTICULARLY THE
19 ACHIEVEMENT OF 50-PERCENT REDUCTION BY 2000 AND THE
20 ENHANCEMENT OF THE HEALTH AND SAFETY AND FINANCIAL
21 SECURITY ISSUES, THE REMAINING 50 PERCENT. THOSE ARE
22 THE TWO FIRST KEY TARGETS.
23 THE PROCESS WE'RE GOING THROUGH REFLECTS
24 THE PROBLEMS WITH OTHER STRATEGIC PLANNING EFFORTS.
25 MOST OF THE STRATEGIC PLANNING EFFORTS I HAVE SEEN HAVE



1 BEEN HEAVY ON THE PLAN, VERY SOMEWHAT ACTIVE ON THE DO,
2 AND THEN VERY LITTLE ON THE CHECK, WHICH IS THE
3 MEASUREMENT, AND EVEN LESS ON THE ADJUST. WHAT WE'RE
4 HOPING TO DO AND SETTING OUT TO DO HERE IS ONCE WE HAVE
5 SELECTED THOSE AREAS THAT THE PLAN, DO, CHECK, ADJUST
6 CYCLE IS AN ACTIVE CYCLE IN EACH OF THESE AREAS.
7 WE'RE ALSO ACKNOWLEDGING THAT THE
8 ULTIMATE GOAL, AND I WILL DEFINE SOME OF THESE TERMS IN
9 JUST A MOMENT, THE ULTIMATE GOAL THAT WE'RE SETTING OUT
10 TO ACHIEVE IS OFTEN TWO, THREE, FOUR YEARS OUT AND THAT
11 WE ARE REALLY MORE ADVISED TO DO THESE IN SEQUENTIAL
12 STEPS. MY EXPERIENCE OVER THE LAST 20 YEARS HAS BEEN
13 THAT WHEN WE USE A FOCUSED TEAM TO ACCOMPLISH THESE
14 THINGS, THAT A YEAR TO 18 MONTHS IS THE BEST TIME FRAME
15 TO WORK.
16 50 WHAT YOU SEE ON THE BOARD REPRESENTS A
17 SERIES OF TEAMS THAT WILL BE FOLLOWING ONE ANOTHER
18 MOVING TOWARDS THE ULTIMATE GOAL, A SERIES OF PLAN, DO,
19 CHECK, ADJUST, ONE-YEAR TO 18-MONTH EFFORTS TO ACHIEVE
20 THAT.
21 LET'S GO BACK TO NOVEMBER AND EXPLAIN FOR
22 THE NEW MEMBERS HOW WE PUT THE PROGRAMS THAT WE ARE
23 ENGAGED IN HERE IN CONTEXT. WE PUT THEM IN FIVE
24 CATEGORIES. I'LL WORK THROUGH FROM LEFT TO RIGHT. WE
25 SAID THAT IN THE EARLY STAGES OF A MATERIAL TYPE, AN



1 OPERATING METHODOLOGY, A TECHNOLOGY THAT WE ARE IN AN
2 ANALYSIS MODE, THAT WE MAY BE LOOKING AT HOW THIS
3 TECHNOLOGY OR THIS WASTE TYPE CAN IMPACT ONE OF OUR
4 GOALS, SO IT IS AN ANALYSIS AREA. THIS IS WHERE WE'LL
5 OFTEN INVEST MONEY WITH OUR GRANTS. SOME OF OUR
6 STARTUPS ARE IN HERE WHERE WE'RE REALLY TRYING TO LOOK
7 AT THE DEVELOPMENT OF A MARKET.
8 THE BLACK AREA RATHER GRANDLY TITLED
9 "INTEGRATED STRATEGY DEVELOPMENT" IS A PLANNING
10 FOREBAY. WHAT WE ARE SAYING HERE IS WE ARE SELECTING
11 THE NEXT ISSUES ON OUR AGENDA THAT WE ARE GOING TO
12 UNDERTAKE. WE'RE GOING THROUGH AND WE ARE DOING THIS
13 ON A REGULAR BASIS, AND YOU WILL PROBABLY BE SEEING AT
14 LEAST ONE ISSUE COMING N IN THIS AREA MAYBE IN THE
15 NEXT MONTH. THIS IS THE PLANNING FOREBAY. THESE ARE
16 THE ISSUES THAT WE THINK ARE THE NEXT ISSUES THAT WE
17 ARE GOING TO NEED TO DEAL WITH. THE PRIORITY AREAS,
18 TWO OF WHICH WE'RE GOING TO DISCUSS TODAY, ARE THE
19 ACTIVE PRIORITIES OF THE BOARD. THIS IS NOT TO SAY
20 THAT WE ARE NOT DOING WORK IN THE OTHER AREAS, AS I'LL
21 EXPLAIN IN A MINUTE, BUT THESE ARE THE AREAS THAT WE
22 SAY ARE THE KEY AREAS AND THE KEY FOCAL POINTS FOR THE
23 RESOURCES AND EFFORTS OF A LARGE PART OF THE
24 ORGANIZATION IN ORDER TO ACHIEVE OUR ULTIMATE GOALS.
25 AND THEN FINALLY, NEXT TO THE LAST,



1 MAINTENANCE ACTIVITIES. THESE ARE PROGRAM AREAS THAT
2 WILL CONTINUE AT ONE LEVEL OR ANOTHER. WE ARE HOLDING
3 THEM AT A LEVEL OF PERFORMANCE TO MAINTAIN THE EFFORT
4 THERE, BUT WE ARE NOT FOCUSING PARTICULAR ADDED EFFORTS
5 IN THOSE AREAS.
6 AND THEN FINALLY SUNSET. THESE ARE AREAS
7 THAT WE WILL BE AT VARIOUS TIMES BRINGING FORWARD TO
8 THE BOARD, RECOMMENDING THAT THEY MOVE ON, THAT WE
9 EITHER HAVE ACHIEVED OUR GOALS THERE AND SHOULD LOWER
10 OR ELIMINATE OUR EFFORTS. SO IT IS A CYCLE FROM
11 ANALYSIS THROUGH PUTTING INTO THE PLANNING CIRCLE TO
12 BECOME A PRIORITY, MOVING THE ISSUE TO THE PRIORITY
13 AREA, AND THEN HOPEFULLY MOVING IT INTO THE MAINTENANCE
14 AREA, AND THEN EITHER TO SUNSET, HOLD AT MAINTENANCE,
15 OR AN ISSUE MAY REACTIVATE AND MOVE OVER TO EITHER THE
16 ANALYSIS OR THE ON-DECK CIRCLE, SO IT'S A CYCLICAL
17 PROCESS.
18 WHAT I'LL WALK THROUGH TODAY IS
19 SUMMARIZED IN THIS SLIDE. WE STARTED CLEARLY FROM OUR
20 MISSION AND VISION IN OUR STRATEGIC PLAN FROM LAST
21 YEAR. AND WHAT WE SOUGHT TO DO WAS TO IDENTIFY THOSE
22 VITAL FEW AREAS THAT WE'VE CALLED PRIORITY AREAS UPON
23 WHICH WE MUST PREFERENTIALLY FOCUS OUR RESOURCES. FROM
24 WITHIN THOSE PRIORITY AREAS, WE HAVE ASKED THE TEAMS
25 THAT ARE RESPONSIBLE FOR EACH OF THEM TO ARTICULATE



1 GOALS, WHICH ARE THE LONG-TERM ISSUES, LONG-TERM THINGS
2 WE'D LIKE TO ACHIEVE IN THAT AREA, AND SPECIFIC TARGETS
3 FOR THE YEAR TO 18 MONTHS THAT THESE TEAMS ARE IN
4 EXISTENCE.
5 WE ARE ASKING THE TEAMS TO ARTICULATE THE
6 PERFORMANCE MEASURES THAT RELATE TO THOSE TARGETS, SO
7 WE CAN TRACK HOW THOSE GOALS ARE PROGRESSING. AND WE
8 ARE ASKING, AS YOU WILL SEE LATER, FOR REGULAR
9 REPORTING ON THOSE PERFORMANCE MEASURES. THE TEAMS, AS
10 YOU WILL HEAR FROM THE TWO TEAM LEADERS, ARE THEN
11 NEGOTIATING A SERIES OF PLANNED ACTIVITIES OR ACTIONS
12 WITH THE VARIOUS DIVISIONS OF THE BOARD. THESE ARE THE
13 ACTIVITIES THAT WE FEEL WILL LEAD TO THE ACCOMPLISHMENT
14 OF THE TARGETS.
15 FLOWING FROM THOSE PLANNED ACTIONS WILL
16 BE AN ASSESSMENT OF RESOURCES. AND I WANT TO TALK
17 ABOUT THAT IN THE CLOSING. AND AGAIN, WE'RE ASKING FOR
18 EACH DIVISION TO PASS ON MEASURES TO THE TEAMS THAT
19 WILL TRACK THAT PROGRESS. TACTICS ARE SIMPLY THE
20 ACTIONS WITHIN THE UNITS, WITHIN THE DIVISION.
21 COUPLE OF DEFINITIONS. WHAT IS A
22 PRIORITY AREA? PRIORITY AREA IS ONE OF A HANDFUL OF
23 LARGE-SCALE CRITICAL PROCESSES. WE'RE LOOKING AT
24 CROSS-FUNCTIONAL ISSUES HERE THAT CUT ACROSS THE WHOLE
25 ORGANIZATION WHERE WE CAN MOBILIZE THE ORGANIZATION IN



1 A COMMON AREA. IT'S USUALLY INVOLVING A NUMBER OF
2 CONTRIBUTING SUBPROCESSES, AND THESE ARE THE AREAS THAT
3 DELIVER OUTCOMES IN THE ORGANIZATION'S PRINCIPAL RESULT
4 AREAS.
5 AND WE'VE INDICATED THOSE TWO AT THIS
6 POINT ARE THE 50-PERCENT REDUCTION AND THE HEALTH AND
7 SAFETY ISSUES WITHIN THE OTHER 50 PERCENT. TAKEN
8 TOGETHER, THESE PRIORITY AREAS TEND TO FORM A
9 DEFINITION OF WHAT THE ORGANIZATION DOES. YOU WILL
10 HEAR, AND THERE'S -- YOU WILL HEAR A LITTLE BIT OF
11 TERMINOLOGY, DIFFERENCES, I BELIEVE, IN THE TEAMS, BUT
12 THE GOAL THAT WE'RE SETTING WITHIN EACH OF THESE AREAS
13 IS A SHORT, CONCISE STATEMENT OF WHERE WE WOULD LIKE TO
14 BE WITHIN THIS PRIORITY AREA LONG TERM.
15 AS YOU LISTEN TO THE LOCAL ASSISTANCE
16 TEAM, THEIR GOAL IS VERY CLEAR AND SPECIFIC ABOUT WHAT
17 IT IS THEY'RE TRYING TO ACCOMPLISH WITHIN THEIRS. IT
18 IS BRINGING THE AGENCIES IN AT 50 PERCENT IN TOTAL. SO
19 THAT'S WHERE WE'RE GOING. THAT'S THE LONG-TERM GOAL
20 HERE.
21 TARGETS. TARGET IS DIFFERENT. TARGET
22 REFLECTS THE SPECIFIC OUTCOMES THAT WE ARE ASKING THE
23 TEAMS TO DELIVER WITHIN THIS YEAR TO 18-MONTH
24 TARGET - - THIS 18-MONTH AREA. THEY ARE THE SPECIFIC
25 RESULTS WE'RE ASKING FOR. THIS IS, I THINK, THE



1 DIFFERENCE BETWEEN THESE PLANS AND MOST OF THE PLANS
2 I'VE SEEN, WHICH ARE 45-PAGE DOCUMENTS OF GENERALLY --
3 SORRY -- BUT GARBAGE. I AM ASKING FOR THREE TO SEVEN
4 SPECIFIC TARGETS UPON WHICH THESE TEAMS ARE FOCUSING.
5 WHAT ARE THE RESULTS YOU ARE GOING TO
6 DELIVER? I'M ASKING THAT THE RESULTS BE REASONABLE.
7 IN OTHER WORDS, THEY ARE ACHIEVABLE, BUT THEY ARE
8 CHALLENGING. I AM MORE INTERESTED IN THE RATE OF
9 PROGRESS TOWARDS THE TARGET THAN I AM THE ACHIEVEMENT.
10 I'M ASKING FOR STRETCH HERE. THAT THEY'RE MEASURABLE
11 AND THAT THEY ARE TIME SPECIFIC, THAT WE HAVE THIS
12 LIMITED TIME TO ACCOMPLISH THEM.
13 WE ARE WORKING THROUGH A TEAM STRUCTURE.
14 WE HAVE WORKED AT THE EXECUTIVE TEAM LEVEL TO SET THE
15 AGENDA. WE ARE PASSING THE RESPONSIBILITY ON FOR
16 ACCOMPLISHING THE TARGETS TO THE PRIORITY AREA TEAMS,
17 AND THEN THEY ARE LINKED, AS YOU WILL HEAR LATER, TO
18 THE DIVISION OR PROGRAM TEAM.
19 LET ME JUST GIVE YOU AN IDEA OF WHAT EACH
20 OF THE TEAMS DOES. THE EXECUTIVE TEAM IS RESPONSIBLE
21 FOR THE CORE ORGANIZATIONAL FUNCTIONS AND THE
22 ORGANIZATIONAL STRUCTURE. WE HAVE NOT AND WE HAVE NO
23 EXPECTATION AT THIS POINT OF AFFECTING THE
24 ORGANIZATIONAL STRUCTURE. WE THINK WE CAN DO THESE --
25 ACCOMPLISH THESE THINGS WITHIN THE CURRENT



1 ORGANIZATIONAL STRUCTURE.
2 WE, THROUGH THE STRATEGIC PLANNING
3 PROCESS, HAVE IDENTIFIED OUR EXPECTED ORGANIZATIONAL
4 OUTCOMES OVER THE LONG TERM, THE VISION OF THE
5 ORGANIZATION, AND SOME OF THE OVERALL STRATEGIC PLAN
6 GOALS. I THINK VERY CLEARLY ARTICULATED WHERE WE'RE
7 SETTING OUT TO GO.
8 THE NEXT STEP, WHICH WAS ACCOMPLISHED
9 LATE LAST YEAR, WAS TO IDENTIFY THE VITAL FEW, IN THIS
10 CASE,. FOUR PRIORITY AREAS AND TO CREATE TEAMS TO MANAGE
11 THOSE PRIORITY AREAS. THESE TEAMS NOW ARE AND WILL BE
12 FOR THE NEXT 18 MONTHS THE MANAGEMENT ARM FOR THESE
13 AREAS. WE ARE GOING TO BE SETTING UP A PROCESS TO
14 MONITOR PROGRESS REGULARLY. AND THE TEAMS WILL BE
15 REPORTING BOTH TO EXECUTIVE STAFF AND TO THE BOARD.
16 WE'RE LOOKING AT WAYS TO RECOGNIZE ACCOMPLISHMENT BOTH
17 WITHIN THIS PLANNING STRUCTURE AND OUTSIDE FOR THE
18 ACCOMPLISHMENT OF THE GOALS, AND REALLY I THINK THE
19 EXECUTIVE TEAM'S ROLE IS LEADERSHIP IN THIS AREA, WHICH
20 MEANS FOCUSING OUR ATTENTION, OUR TIME, AND OUR EFFORT
21 ON IT.
22 PRIORITY AREA TEAM, IT'S A TEAM LED BY A
23 SENIOR MANAGER. IT REPRESENTS THE FUNCTIONS THAT HAVE
24 A PART IN DELIVERING THE TARGETED OUTCOME. AND SO YOU
25 WILL SEE THAT MOST OF THE TEAMS ARE WELL REPRESENTED



1 ACROSS THE WHOLE ORGANIZATION. THEY'RE RESPONSIBLE FOR
2 PLANNING WHERE WE'RE GOING IN THE NEXT 18 MONTHS. THEY
3 ARE NOT RESPONSIBLE FOR THE DOING. THE DIVISIONS ARE
4 RESPONSIBLE FOR THE DOING. THEY ARE RESPONSIBLE FOR
5 THE COORDINATING AMONGST AND ACROSS THE DIVISIONS TO
6 MONITORING, AND THEY'RE SETTING UP REGULAR MEASUREMENT
7 SYSTEMS TO MONITOR PROGRESS, AND ADJUSTING ACTIONS OR
8 TARGETS.
9 AS WE SET ON OUR TARGETS HERE, WE REALIZE
10 THAT THESE SHOULD NOT BE SET IN STONE, AND WE'RE ASKING
11 THESE TEAMS TO MEET ON A REGULAR BASIS TO ADJUST ON THE
12 FLY. THIS IS AN ACTIVE TEAM THAT IS GOING TO BE
13 LEADING THIS EFFORT AND, AGAIN, FOR REPORTING RESULTS.
14 WE ASKED THE TEAMS TO GO THROUGH A SERIES
15 OF SUGGESTED ACTIONS, AND I'LL QUICKLY GO THROUGH
16 THESE, SETTING UP THEIR PRIORITY TEAM AND WHAT A TEAM
17 IS, HOW IT OPERATES. LOOKING AT THE CURRENT STATE,
18 WHERE ARE WE NOW? WE CAN'T REALLY KNOW WHAT WE HAVE TO
19 DO TO GET WHERE WE WANT UNLESS WE KNOW WHERE WE ARE
20 NOW. ESTABLISH A GOAL, THE GOAL IS THE LONG-TERM
21 OUTCOME WHICH WE ARE SEEKING HERE, AND AT LEAST
22 PRELIMINARILY LOOK AT TARGETS, THE TARGET THAT THE TEAM
23 REASONABLY CAN ACCOMPLISH. THIS IS NOT A SEQUENTIAL
24 PROCESS; THIS IS KIND OF AN ITERATIVE PROCESS. ALL OF
25 THE ACTIONS ARE WORKING IN TANDEM.



1 WE'RE -- WE ASKED THEM TO LOOK AT THE
2 OUTPUTS OF THOSE TEAMS, WHAT IT IS THEY CAN
3 SPECIFICALLY INFLUENCE. AND AS WE DO NOT DELIVER
4 RESULTS IN ANY OF THESE AREAS, WE DO NOT REDUCE THE USE
5 OF ORGANICS, C&D, WE DO NOT DO MOST OF THE -- WE DO NOT
6 OPERATE THE WASTE FACILITIES OR MOST OF THE ENFORCEMENT
7 OF THAT. WHO ARE OUR PRINCIPAL CUSTOMERS WITH WHICH
8 AND THROUGH WHICH WE HAVE TO WORK IN ORDER TO GET THESE
9 THINGS DONE.
10 SUPPLIERS, AS YOU WILL SEE IN A MOMENT,
11 VERY IMPORTANT BECAUSE WE ARE GOING TO BE STEALING
12 IDEAS AND INFORMATION FROM THOSE WHO HAVE BEEN
13 SUCCESSFUL. WE'VE ASKED THEM TO MAP THE PRIORITY AREA
14 PROCESS. WHAT ARE WE DOING NOW? WHO'S INVOLVED? WHAT
15 ARE THE VARIOUS ACTIONS THAT ARE GOING ON RIGHT NOW?
16 WE HAVE ASKED TO LOOK AT THE MONITORING PLAN. HOW ARE
17 WE GOING TO MONITOR PROGRESS VERSUS THIS TARGET? AND
18 THE ALIGNMENT IS LET'S MAKE SURE ALL THESE THINGS FIT
19 TOGETHER.
20 WE THEN SAID FINE. WE KNOW THE BASELINE;
21 WE KNOW WHERE WE WANT TO BE. WHAT IS THE NEXT STEP?
22 WE'RE PLANNING IN TWO AREAS. WE'RE PLANNING
23 IMPROVEMENTS TO EXISTING PROCESSES. THE THINGS WE NOW
24 DO THAT WE MUST DO BETTER, FASTER, CHEAPER. AND ALSO
25 THE SECOND BULLET, INNOVATIONS, THINGS WE HAVE NOT



1 HERETOFORE DONE. WHAT ARE THE NEW THINGS THAT WE NEED
2 TO UNDERTAKE TO ACCOMPLISH THIS.
3 HAVING SET THAT DOWN, WE'RE LOOKING AT
4 WHO WE NEED TO WORK WITH, AND WE'RE LOOKING AT PARTNERS
5 BOTH INSIDE AND OUTSIDE. THE PARTNERS INSIDE ARE THE
6 DIVISIONS. AND YOU'LL SEE WHERE WE GO WITH THAT IN
7 JUST A MOMENT. BUT WE ARE NOT RELYING ON THE BOARD
8 RESOURCES SOLELY FOR THIS. WE WILL BE LOOKING AT VERY
9 ACTIVELY TAKING EXTERNAL PARTNERS TO ACCOMPLISH THESE
10 GOALS.
11 NEXT STEP IS CONTRACTING WITH THE
12 DIVISIONS OR THE PROGRAMS FOR THE DELIVERABLES THAT THE
13 TEAM REQUIRES TO GET THIS THING DONE. THE DIVISIONS
14 WILL BE LOOKING AT THE RESOURCES TO ACCOMPLISH THIS AND
15 THEY'RE DEVELOPING PERFORMANCE REPORTING. SO THE TEAMS
16 HAVE GONE THROUGH THIS KIND OF PROCESS IN ORDER TO GET
17 WHERE THEY ARE TODAY.
18 JUST A BRIEF WORD ABOUT THAT INTERFACE
19 BETWEEN THE TEAM AND THE DIVISION. WHAT IS NOW
20 HAPPENING WITH BOTH OF THE EXISTING TEAMS AND ACTUALLY
21 THE ORGANIC TEAM, WHICH JUST FINISHED ON APPROPRIATELY
22 FOR A GREEN TEAM ON ST. PATRICK'S DAY, THEY ARE NOW
23 NEGOTIATING WITH EACH OF THE DIVISIONS FOR THE
24 ACTIVITIES THAT THEY NEED TO HAVE ACCOMPLISHED HERE.
25 THEY ARE DEFINING AND NEGOTIATING THE



1 SCOPE OF WORK. HOW THE WORK GETS DONE IS THE
2 DIVISION'S RESPONSIBILITY. IT'S NOT THE TEAM'S TO TELL
3 THEM HOW; IT'S THE TEAM'S RESPONSIBILITY TO NEGOTIATE
4 THE WHAT.
5 THE EXPECTED OUTCOMES, THAT'S VERY
6 DEFINITELY WITHIN THE PRIORITY AREA TEAM'S PURVIEW TO
7 SET THAT OUT. THE TIME FRAMES, THE ACCOUNTABILITY, AND
8 THE PERFORMANCE REPORTING, THAT NEGOTIATING PROCESS IS
9 GOING ON RIGHT NOW.
10 THE PERFORMANCE PLAN, YOU ARE GOING TO
11 SEE AS YOU WILL VERY SIMPLE PLANS. I HAD REQUESTED TWO
12 PAGES OR LESS, EXPECTING THAT I MIGHT GET THREE OR
13 FOUR. AND MY EXPECTATIONS WERE ACTUALLY MET. ALL THE
14 TEAMS SO FAR HAVE COME N UNDER FOUR PAGES. I THINK
15 THE MORE PAGES YOU SEE IN A PLAN, THE LESS LIKELY THAT
16 PLAN IS TO MOVE.
17 WHAT IS IN THE PLAN? THE PLAN IS A
18 STATEMENT OF SEVEN OR LESS RESULTS, AND MY STATEMENT IS
19 THAT CAN BE SAID FROM MEMORY. WE HAVE TO SAY
20 INTERNALLY AND EXTERNALLY THE TEAM HAS TO BE ABLE TO
21 ARTICULATE TO THE ORGANIZATION WHAT IS IT THAT WE ARE
22 SETTING OUT TO DO. WHAT ARE THE SPECIFIC OUTCOMES WE
23 ARE SETTING OUT TO ACCOMPLISH? IT HAS TO BE DESCRIBED
24 IN SPECIFIC AND CONCRETE TERMS. IT IS A DESCRIPTION OF
25 THE RESULTS, AND IT DOES NOT ATTEMPT TO GO INTO A



1 DESCRIPTION OF THE PROCESS TO GET THOSE RESULTS. THAT
2 IS OBVIOUSLY A FUNCTION THAT THE TEAM IS NEGOTIATING
3 WITH THE DIVISIONS, BUT THE PLAN ITSELF DOES NOT
4 INCLUDE THAT.
5 AND I THINK OUR DISCUSSION AT THE
6 EXECUTIVE LEVEL HAS BEEN THAT IT IS A DIVISION'S
7 RESPONSIBILITY. IT IS NOT OUR JOB TO DICTATE AND
8 ARTICULATE DETAILED STEPS. I THINK WE'RE TRYING TO
9 KEEP OUR VIEW AND OUR VISION AT THE HIGHER LEVEL OF THE
10 OUTCOMES WE'RE EXPECTING, THE PROGRESS TO THOSE
11 OUTCOMES, AND HOW WE CAN HELP ACCOMPLISH THEM. IT
12 IDENTIFIES HOW THE RESOURCES ARE GOING TO BE USED BY
13 IDENTIFYING THE PARTNERS IN THE DIVISIONS THAT WE'RE
14 WORKING WITH, THE INTERNAL AND EXTERNAL PARTNERS, TO
15 ACCOMPLISH THAT RESULT.
16 HOW ARE WE GOING TO SEE WHETHER THIS IS,
17 IN FACT, WORKING? WE'RE GOING TO BE SETTING UP,
18 STARTING APRIL 17TH, I BELIEVE, OUR FIRST REPORTING
19 DATE FOR THE MANAGEMENT TEAM. EACH TEAM WILL REPORT ON
20 PROGRESS MONTHLY TO THE EXECUTIVE TEAM. THE REPORTS
21 ARE GOING TO BE FOCUSED ON THE SEVEN OR LESS TARGETED
22 RESULT AREAS. WE'LL BE ASKING THAT, WHERE POSSIBLE,
23 AND SOME OF THE OUTCOMES OF THE TARGETS DO NOT LEND
24 THEMSELVES TO GRAPHICAL DISPLAY, BUT WE'RE ASKING THAT,
25 WHERE POSSIBLE, THE DISPLAYS AND THE PROGRESS REPORTS



1 ARE SIMPLY DISPLAYED AND GRAPHICALLY DISPLAYED WITH A
2 TARGET, THE EXPECTED LEVEL OF PERFORMANCE AT THIS
3 POINT, AND WHETHER WE ARE ON TRACK OR NOT.
4 WE'RE ASKING THAT THE INFORMATION IS
5 CURRENT AS BEST WE CAN. WE TRY TO KEEP THIS AS TIGHT
6 AS WE CAN WITH CURRENT INFORMATION. AS I'VE INDICATED,
7 PRESENTED GRAPHICALLY. AND I THINK YOU'LL SEE SOME
8 DIFFERENCES BETWEEN THE TWO TEAMS TODAY. THE LOCAL
9 ASSISTANCE TEAM HAS SOME VERY DEFINITE POSSIBILITIES
10 FOR THE GRAPHIC DISPLAY OF PROGRESS REPORTS. LESS SO
11 ON THE PART OF THE C&D TEAM. AS YOU CAN SEE, SOME OF
12 THEIR OUTCOMES ARE MORE PROJECT BASED.
13 THE DISCUSSION IN THE EXECUTIVE TEAM, AND
14 WE'D EXPECT THE SAME Thing TO HAPPEN WITH THE BOARD, IS
15 ON VARIANTS. IN OTHER WORDS, IF WE ARE ON TRACK,
16 EITHER AHEAD OR BEHIND, WHAT IS IT THAT WE AS AN
17 EXECUTIVE TEAM OR WE AS A BOARD CAN DO TO PUT THAT BACK
18 ON TRACK OR TO MORE REALISTICALLY ASSESS THE TARGET
19 THAT WE SET? SO IT IS PROBLEM SOLVING ALONG THE WAY,
20 50 WE'RE TRYING TO PLACE OUR ATTENTION ON KEEPING THE
21 MOMENTUM HERE GOING.
22 THIS, AS I SAID, THE FIRST REPORT OF THIS
23 WILL BE ON THE 17TH. THAT'S REALLY MY REPORT ON THE
24 BACKGROUND. WHAT I'D LIKE NOW TO DO IS TO BRING JUDITH
25 UP AND HAVE HER GO THROUGH HER TEAM'S REPORT, FOLLOWED



1 BY CAREN AND HER TEAM, AND THEN I'D LIKE TO JUST A FEW
2 WORDS AT THE END TO WRAP UP AND TELL YOU OUR NEXT
3 STEPS, AND WE'LL TAKE ANY QUESTIONS YOU HAVE AFTER
4 THAT. SO JUDITH.

5 MS. FRIEDMAN: I'M ACTUALLY NOT GOING TO BE
6 GOING UP TO THE PODIUM, BUT SIT HERE.
7 AS KEITH SAID, THE PRIORITY THAT YOU
8 APPROVED LAST NOVEMBER WAS IMPROVING LOCAL GOVERNMENT
9 PERFORMANCE AND DIVERSION. AND I WAS SELECTED AS THE
10 TEAM LEADER FOR DEVELOPING THE PERFORMANCE PLAN FOR
11 THAT TEAM. AND OUR TEAM, BEFORE I TURN THE
12 PRESENTATION OVER TO A COUPLE TEAM MEMBERS WHO ARE
13 GOING TO DO THE BULK OF THE CONTENT OF OUR PERFORMANCE
14 PLAN, I'D LIKE TO GIVE A LITTLE BACKGROUND ON OUR TEAM
15 ITSELF, AS WELL AS A LITTLE BIT ON THE PROCESS WE
16 FOLLOWED.

17 FIRST OF ALL, OUR TEAM NAME IS THE LOCAL
18 GOVERNMENT DIVERSION ASSISTANCE TEAM. AND WE HAVE A
19 TEAM ASSEMBLED FROM ALL OVER THE BOARD, REPRESENTING
20 CROSS-DIVISIONAL AND MULTIDISCIPLINARY INTERESTS. I'D
21 LIKE TO INTRODUCE THEM, AND I'M GOING TO LIST THEM IN
22 ALPHABETICAL ORDER, AND I'M GOING TO ASK THEM TO EITHER
23 STAND UP OR WAVE, SO THAT YOU CAN ALL SEE WHO THE TEAM
24 MEMBERS ARE. FIRST WE HAVE ELLIOT BLOCK FROM LEGAL
25 OFFICE, MINDY FOX FROM MARKET DEVELOPMENT, JOHN FRITH



1 FROM CPA, JEFF HUNTS FROM, AGAIN, WASTE PREVENTION,
2 MARKET DEVELOPMENT, PAT SCHIAVO FROM DPLA, LORRAINE VAN
3 KEKERIX FROM DPLA, SCOTT WALKER FROM PERMITTING AND
4 ENFORCEMENT, BECKY WILLIAMS, DPLA, AND DOUG RALSTON IS
5 AN AD HOC MEMBER FROM AFD. I DON'T KNOW IF HE'S HERE
6 TODAY. I WASN'T SURE IF HE WAS GOING TO BE ABLE TO
7 MAKE IT. AND SUSAN PEDERSEN WAS OUR TEAM FACILITATOR.
8 AND TRACT PERRY WAS AN INITIAL MEMBER EARLY ON
9 REPRESENTING BOARD OFFICES. SO THAT'S THE TEAM.
10 AND WE STARTED WORKING IN DECEMBER, EARLY
11 DECEMBER. ACTUALLY WE STARTED ON DECEMBER 8TH. IT WAS
12 A MEMORABLE DAY. UNTIL TODAY WE'VE BEEN WORKING ON
13 DEVELOPING THIS PLAN AND THE PRESENTATION FOR YOU. AND
14 WE MET OVER 20 FAIRLY EXTENSIVE MEETINGS DURING THAT
15 TIME, AS WELL AS SUBMEETING, SUBTEAM MEETINGS TO
16 DEVELOP THIS PLAN.
17 50 WHAT DID WE DO? WE UTILIZED, AND
18 KEITH GAVE A GENERAL OVERVIEW OF THE PROCESS THAT WE
19 FOLLOWED, BUT I'D LIKE TO GIVE YOU A LITTLE BIT MORE
20 SPECIFIC SENSE OF WHAT WE DID. AND WE REALLY DID
21 UTILIZE A SYSTEMATIC APPROACH TO DEVELOPING OUR PLAN.
22 FIRST, AS KEITH MENTIONED, WE ANALYZED
23 THE CURRENT STATE, BOTH INTERNALLY AND EXTERNALLY, AS
24 IT RELATES TO THE PRIORITY AREA. WHAT DOES THAT MEAN?
25 LET ME GIVE YOU AN EXAMPLE. WE REVIEWED PAST PRODUCTS



1 AND DATA, AND THE KINDS OF THINGS THAT WE LOOKED AT
2 WERE THINGS SUCH AS THE 50-PERCENT INITIATIVE WORK, THE
3 LOCAL ASSISTANCE, MARKETS, COMMUNICATION PLANS, THE PIP
4 DOCUMENTATION, WE LOOKED AT JURISDICTIONAL STATUS WITH
5 REGARD TO ACHIEVING MANDATES AND PROGRAMS, AND VARIOUS
6 DOCUMENTATION AND MATERIAL LIKE THAT. WE REALLY DID
7 NOT WANT TO LOSE THE GOOD MATERIAL THAT HAD BEEN
8 PREVIOUSLY DEVELOPED HERE AT THE BOARD.
9 WE ALSO DEVELOPED OUR VISION AND GOAL FOR
10 THE PRIORITY AREA. AND KEITH MENTIONED IT'S AN
11 ITERATIVE PROCESS. IT WAS A BACK-AND-FORTH PROCESS.
12 WE THEN PRIORITIZED EXISTING AND NONEXISTENT PROGRAMS,
13 SERVICES, TOOLS THAT DIRECTLY IMPACT LOCAL JURISDICTION
14 DIVERSION ACTIVITIES OR THOSE THAT JURISDICTIONS COULD
15 UTILIZE IN THEIR DIVERSION EFFORTS.
16 FROM THIS ANALYSIS WE WERE ABLE TO
17 IDENTIFY KEY AREAS CRITICAL TO ASSISTING LOCAL
18 JURISDICTIONS. AND FROM THE KEY AREAS, WE THEN
19 DEVELOPED OUR FIVE OUTCOMES, WHICH, TAKEN TOGETHER,
20 SHOULD POSITION US TO ACHIEVE OUR GOAL.
21 WE DEVELOPED OUTPUTS AND TARGETS TO HELP
22 US ACHIEVE THE OUTCOMES, BE ABLE TO MEASURE OUR
23 PROGRESS, AND DETERMINE IF WE NEED TO ADJUST. WE
24 IDENTIFIED ACCOUNTABILITY FOR GETTING TASKS DONE AND
25 REACHING TARGETS. WE ESTABLISHED REPORTING MECHANISM



1 AND TIME LINES, AND WE WROTE AND DEVELOPED OUR ONE-PAGE
2 PERFORMANCE PLAN, WHICH YOU HAVE COPIES AND THERE ARE
3 COPIES ON THE BACK TABLE.
4 WE SHARED PLANS WITH DIVISION AND OFFICE
5 HEADS AND STAFF. WE ASKED FOR FEEDBACK AND COMMITMENTS
6 ON IMMEDIATE TARGETS, AND WE WILL BE FINALIZING OUR
7 ACTION PLAN WITH DIVISIONS ONCE ALL TEAM PLANS HAVE
8 BEEN COMPLETED.
9 WE ALSO LOOKED AT DISTRIBUTING TO
10 OUTSIDE -- SOME OF OUR OUTSIDE CONSTITUENTS FOR
11 COMMENTS SO THAT WE COULD GET AN EARLY READ ON WHERE WE
12 WERE GOING BEFORE WE PRESENTED IT TO YOU TODAY. AND
13 THEN THAT BRINGS US TODAY, WHICH IS OUR PRESENTATION TO
14 THE BOARD ON OUR PERFORMANCE PLAN.
15 AND WITH THAT, I'D LIKE TO TURN THE
16 CONTENT PRESENTATION OF OUR PERFORMANCE PLAN OVER TO
17 JEFF HUNTS AND PAT SCHIAVO, AND THEN I WILL WRAP UP
18 WHEN THEY'RE DONE.
19 MR. HUNTS: THANK YOU, JUDY. GOOD MORNING,
20 MEMBERS. AS NOTED, MY NAME'S JEFF HUNTS, AND WHEN I'M
21 NOT PARTICIPATING ON ANY NUMBER OF CROSS-FUNCTIONAL
22 TEAMS, I'M SUPERVISING ONE OF OUR BUSINESS RESOURCE
23 EFFICIENCY UNITS IN THE WASTE PREVENTION AND MARKET
24 DEVELOPMENT DIVISION. THIS HAS BEEN A LONG PROCESS,
25 BUT IT'S BEEN EXCITING. IT'S BEEN A LOT OF HARD WORK.



1 I THINK WE HAVE ARRIVED AT A PLAN THAT SHOULD ACHIEVE
2 SIGNIFICANT PROGRESS, IF NOT ATTAINMENT, OF OUR GOAL.
3 WE STARTED OUT WITH A VISION, NOT TO BE
4 CONFUSED WITH THE BOARD'S VISION, BUT WE HAD A TEAM
5 VISION, THAT 100 PERCENT OF ALL THE CITIES AND COUNTIES
6 IN CALIFORNIA WOULD REDUCE WASTE DISPOSAL BY 50 PERCENT
7 BY THE YEAR 2000, AS INITIALLY ENVISIONED BY AB 939.
8 GRANTED THAT THE LAW DOES PROVIDE FOR CITIES AND
9 COUNTIES TO DO SOMETHING OTHER THAN THAT, WE THOUGHT
10 THAT WE'D HAVE THE AGGRESSIVE GOAL THAT ALL CALIFORNIA
11 CITIES AND COUNTIES WILL MEET OR EXCEED THE DIVERSION
12 GOALS CONTAINED IN THEIR BOARD APPROVED DIVERSION PLANS
13 BY OR BEFORE ESTABLISHED DEADLINES.
14 WHY WAS THIS ISSUE SELECTED, THE ISSUE OF
15 IMPROVING LOCAL GOVERNMENT PERFORMANCE AND DIVERSION?
16 WELL, FIRST OF ALL, IT WAS ONE OF THE FOCUS AREAS OF
17 THE BOARD'S ADOPTED STRATEGIC PLAN, AS MANY OF YOU WILL
18 REMEMBER FROM LAST YEAR. STRATEGIC PLAN GOAL 2 TO BE
19 EXACT. IT ALSO SUPPORTS THE PROVISIONS OF THE ACT.
20 THE ACT BEING AB 939 AS AMENDED. AND THAT ACT REQUIRES
21 THE BOARD AND LOCAL GOVERNMENTS TO FORM A FORM OF
22 PARTNERSHIPS WHEREIN THE LOCALS ARE REQUIRED TO PLAN
23 AND IMPLEMENT PROGRAMS IN ORDER TO REDUCE DISPOSAL BY
24 50 PERCENT OR WHATEVER THEY'RE ALLOWED TO IN THEIR
25 APPROVED PLANS, AND THE BOARD IS REQUIRED TO PROVIDE



1 ASSISTANCE TO THOSE LOCALS IN ORDER FOR THEM TO ATTAIN
2 THEIR GOALS. I'LL BE SHARING THIS PRESENTATION WITH
3 PAT SCHIAVO.
4 MR. SCHIAVO: MORNING. PAT SCHIAVO OF THE
5 WASTE CHARACTERIZATION AND ANALYSIS BRANCH. ONCE WE
6 GOT TOGETHER ON DECEMBER 8TH, ONE OF THE FIRST
7 QUESTIONS WE ASKED OF EACH OTHER IS, GEEZ, WHERE DO WE
8 START FROM? THERE'S SO MUCH. SO WE PRETTY MUCH
9 UNANIMOUSLY DECIDED THAT WE NEEDED TO LOOK AT BOTH OUR
10 EXTERNAL CUSTOMERS AND INTERNALLY WHAT WE ARE ACTUALLY
11 DOING AT THIS TIME OR AT THAT TIME IN DECEMBER.
12 SO ONE OF THE FIRST PROCESSES WE
13 UNDERTOOK WAS TO LOOK AT ALL OF OUR PROGRAMS AND
14 EVALUATE THOSE PROGRAMS AND GROUP THEM AS FAR AS WHAT
15 WE THOUGHT THE POTENTIAL WAS FOR SUCCESS IN THE
16 FUTURE. AND THERE ARE OVER 100 PROGRAMS THAT WE
17 EVALUATED. AND HAVING TEAMS COMPRISED OF PEOPLE
18 THROUGHOUT THE ORGANIZATION, WE'RE ABLE TO HAVE A
19 PRETTY GOOD HANDLE ON WHAT THOSE PROGRAMS WERE, THE
20 DETAILS OF EACH OF THOSE WERE.
21 THE NEXT STEP WAS TO LOOK AT OUR EXTERNAL
22 CUSTOMERS AND LOOK AT THE STATUS OF THOSE CUSTOMERS.
23 USING THE PRELIMINARY DATA WE HAD BACK IN DECEMBER, WE
24 DEVELOPED WHAT WAS A BELL CURVE LOOKING AT WHETHER OR
25 NOT THEY ARE MEETING THE GOALS OR NOT MEETING THE GOALS



1 OR THEY'RE ON TRACK OF MEETING THE GOALS. AND WHAT WE
2 FOUND IS THAT THERE ARE AROUND 35 OR 40 JURISDICTIONS
3 THAT WERE UNDER 25 PERCENT AT THAT TIME. THERE ARE
4 ABOUT 140 THAT WERE BETWEEN 25 AND 50, AND THAT THERE
5 ARE AROUND 35, 40 ESTIMATED THAT WERE ABOVE 50 AT THAT
6 PARTICULAR TIME AND PLACE.
7 NOW, THE NEXT SLIDE WE'RE GOING TO BE
8 SHOWING YOU IS FOR ILLUSTRATION PURPOSES, JUST TO SHOW
9 YOU THE KIND OF TOOLS THAT WE USED IN DEVELOPING THE
10 STATUS OF THE EXTERNAL CUSTOMERS. ON THE LEFT YOU WILL
11 SEE THE MAP OF CALIFORNIA. AND THAT WAS CREATED
12 THROUGH OUR GIS EFFORTS TO LOOK AT WHERE THE
13 JURISDICTIONS WERE LYING OR THE AREAS AND WHAT THEIR
14 PERFORMANCE WAS. AND THE DARK GREEN REPRESENTS THOSE
15 JURISDICTIONS THAT ARE DOING VERY WELL IN MEETING THE
16 GOALS. THE DARK RED ARE THOSE WHO ARE DOING THE
17 OPPOSITE. AND THEN THE YELLOW IS INFORMATION THAT WE
18 JUST HAD NOT ACCUMULATED AT THAT TIME.
19 ON THE TOP RIGHT-HAND SIDE, YOU WILL SEE
20 OUR LITTLE CITYSCAPE THERE. AGAIN, THAT'S A
21 REPRESENTATION SIMILAR TO THE STATE OF CALIFORNIA,
22 ALTHOUGH IT BREAKS IT DOWN INTO NUMBERS. AND IN THE
23 MIDDLE THERE, THE CLUSTERS IN THE YELLOW AND THE BLUE
24 ARE THOSE JURISDICTIONS BETWEEN 25 AND 50 PERCENT. IT
25 ALSO SHOWS WHETHER THEY'RE IN NORTHERN CALIFORNIA OR



1 SOUTHERN CALIFORNIA. AND THEN THE ONES CLOSER TO US ON
2 THE LEFT-HAND SIDE ARE THOSE JURISDICTIONS THAT ARE
3 ACTUALLY LESS THAN 25 PERCENT, AND THEN THE ONES AT THE
4 TOP END ARE THOSE EXCEEDING 50 PERCENT. SO WE'RE
5 CLUSTERING THOSE TO GET AN IDEA WHAT WE'RE GOING TO BE
6 LOOKING AT STATEWIDE.
7 SO THE NEXT STEP OF THE PROCESS, ONCE WE
8 STARTED LOOKING AT ALL OUR BASELINE DATA, AND
9 RECOGNIZING WE HAD TO KEEP THE PLAN AS BRIEF AS WE
10 POSSIBLY COULD, IS TRYING TO DEVELOP A FORMAT FOR THE
11 PLAN. SO WHAT WE DECIDED TO DO IS DEVELOP A MATRIX.
12 MATRICES A LOT OF TIMES ARE MUCH MORE CLEARER AND
13 EASIER TO READ. SO TAKING THE MATRIX ON THE Y AXIS, IF
14 YOU WILL, WE'RE TRYING TO LOOK AT OUR WHAT, WHENS, IFS,
15 AND HOW YOU MEASURE ACTIVITIES.
16 AS YOU SEE ON THE SLIDE HERE, THE FIRST
17 QUESTION WE ASKED IS WHAT ARE WE REALLY TRYING TO
18 ACHIEVE WITH ALL OF THIS? AND THE NEXT STEP WAS THE
19 OUTPUTS, WHICH ARE REALLY THE THINGS THAT WE'RE GOING
20 TO BE DOING TO MAKE THE PLAN HAPPEN, AND THEN THE
21 TARGETS ARE THESE INTERMEDIATE STEPS IN LOOKING AT OUR
22 PROGRESS IN MAKING THOSE THINGS HAPPEN. AND, FINALLY,
23 ULTIMATELY, HOW ARE WE GOING TO MEASURE OUR OVERALL
24 PROGRESS IN GETTING JURISDICTIONS TO 50 PERCENT?
25 THAT'S ON THE Y AXIS.



1 GOING ACROSS, WE HAVE WHAT WE CALL STAGES
2 OF DEVELOPMENT, AND THE FIRST STAGES ARE ANALYSIS
3 STAGE, FOLLOWED BY -- AND THE ANALYSIS STAGE IS PRETTY
4 MUCH DETERMINING WHAT ARE THE JURISDICTIONS DOING?
5 WHAT DO WE KNOW ABOUT THEM? AND THEN IT GOES INTO THE
6 APPROACH, WHICH IS TRYING TO DEVELOP THE TOOLS THAT THE
7 JURISDICTIONS WOULD LIKE TO SEE DEVELOPED. AND THAT
8 WOULD BE A PRODUCT OF US HAVING A LOT MORE CONTACT WITH
9 THE JURISDICTIONS, AGAIN FINDING OUT -- US BEING
10 MARKETERS, FINDING OUT WHAT DO THEY WANT TO SEE, AND
11 THEN GOING BACK AND TRYING TO ENHANCE THE DEVELOPMENT
12 OF THE VARIOUS TOOLS THAT WE COULD IMPLEMENT TO ASSIST
13 THEM.
14 THE NEXT STEP WOULD BE THE ACTUAL
15 IMPLEMENTATION WHERE WE'D BE OUT IN THE FIELD
16 INTRODUCING THE TOOLS, SELLING THE TOOLS, MARKETING THE
17 TOOLS, AND WORKING WITH JURISDICTIONS TO IMPLEMENT
18 THEIR PROGRAMS IN GETTING TO 50 PERCENT. AND FINALLY,
19 WE HAVE THE RESULTS, WHICH REALLY GET INTO THE OVERALL
20 ARE WE ACHIEVING OUR GOAL TRYING TO GET PEOPLE TO SO
21 PERCENT OR NOT.
22 AND THE NEXT STAGE ON OUR PRESENTATION IS
23 GOING TO BE DEALING WITH THESE PHASES OF IMPLEMENTATION
24 OF THE PLAN.
25 THE FIRST PHASE WOULD BE OUR ANALYSIS



1 PHASE. FIRST QUESTION, AGAIN, WE ASKED, LOOKING AT
2 THAT MATRIX, IS WHAT DO WE WANT TO ACHIEVE? AND THE
3 FIRST THING WE WANT TO ACHIEVE IS HAVING A DETAILED
4 UNDERSTANDING OF WHAT JURISDICTIONS ARE DOING, WHERE DO
5 THEY EXIST, WHAT DO THEY NEED. SO THAT'S KIND OF AN
6 OVERVIEW OF THAT. AND FINALLY, HOW WELL WE MEASURE
7 PROGRESS.
8 WELL, PART OF THAT PROGRESS WOULD BE TO
9 ACCELERATE OUR ANNUAL REPORT REVIEW PROCESS, GET THE
10 DATA INTO THE DATABASES, AND DO A MORE THOROUGH
11 ANALYSIS OF THE DATABASES IN A MUCH QUICKER MANNER THAN
12 IS CURRENTLY EXISTING.
13 AND THEN THE SELECTED -- YOU KNOW, THE
14 OUTPUTS AND THE TARGETS AND ACCOUNTABILITY GOES HAND IN
15 HAND WITH THE ANALYSIS WOULD BE PROVIDING THE NECESSARY
16 CONSULTATION UP FRONT TO JURISDICTIONS, ENHANCING THEIR
17 ABILITY TO DO A BETTER JOB UP FRONT TO GET THEM TO
18 SUBMIT TIMELY DOCUMENTS TO US, AND THAT WE'D LIKE TO
19 SEE 90 PERCENT OF ALL THE '97 ANNUAL REPORTS FILED ON
20 TIME AND ENTERED INTO OUR DATABASES WITHIN 120 DAYS.
21 AND THE PRIMARY RESPONSIBILITY FOR THIS ACTIVITY WOULD
22 BE WITH THE DIVISION, PLANNING AND LOCAL ASSISTANCE
23 DIVISION.
24 MR. HUNTS: I'LL BE TALKING ABOUT THE
25 APPROACH, WHICH IS THE NEXT COLUMN IN THAT MATRIX.



1 WITHIN THIS PHASE OF THE PLAN, WHAT WE HOPE TO ACHIEVE
2 IS A DETERMINATION OF WHICH LOCALS TO TARGET WITH OUR
3 ENHANCED EFFORTS, WHAT ASSISTANCE WE HAVE TO OFFER
4 THEM, AND WHAT MORE MIGHT WE NEED TO DEVELOP IN ORDER
5 TO PROVIDE THAT ASSISTANCE, SIMILAR TO WHAT KEITH WAS
6 SAYING PREVIOUSLY, THOSE INNOVATIONS. AND WE'LL
7 MEASURE OUR PROGRESS. OUR ULTIMATE OUTCOME WILL BE
8 THAT ALL TARGETED JURISDICTIONS WILL HAVE RECEIVED THE
9 APPROPRIATE TOOLS AND THAT 70 PERCENT OF THEM WILL HAVE
10 FULL ACCESS TO THE BOARD'S WEB SITE BY JANUARY OF '99.
11 AND YOU WILL PROBABLY SEE THROUGHOUT THIS THAT THE USE
12 OF THE BOARD'S WEB SITE, ELECTRONIC COMMUNICATION, AS
13 BEING CENTRAL TO DELIVERING INFORMATION TO TARGETED
14 JURISDICTIONS.
15 WITHIN THE APPROACH PHASE, SOME OF THE
16 SELECTED OUTPUTS -- AND YOU SHOULD NOTE THAT THESE ARE
17 NOT ALL THE OUTPUTS OR ALL THE TARGETS. THESE ARE JUST
18 SELECTED OUTPUTS AND TARGETS THAT ARE BEING NEGOTIATED
19 WITH DIVISIONS, AS KEITH NOTED, AS WE SPEAK WE WILL
20 BE EVALUATING WHAT TOOLS WE HAVE TO OFFER
21 JURISDICTIONS. THAT'S GOING ON RIGHT NOW. AND LOOKING
22 AT OUR WEB SITE. AND WHILE IT IS AN AWARD WINNING WEB
23 SITE, THERE'S ALWAYS IMPROVEMENTS THAT CAN BE MADE.
24 SELECT JURISDICTIONS TO BE TARGETED FOR OUR EFFORTS;
25 THAT IS, CRITERIA ARE BEING DEVELOPED, AND THOSE



1 SELECTIONS SHOULD BE FINALIZED BY JULY OF THIS YEAR.
2 WE WANT TO SEE AN INCREASED USE OF THE BOARD'S WEB SITE
3 BY OUR EXTERNAL CUSTOMERS, A 25-PERCENT INCREASE OVER
4 BASELINE LEVELS. WE CAN MEASURE THAT THROUGH USE OF
5 THE STATISTICAL COMPONENTS OF THE WEB SERVER.
6 RESPONSIBILITIES FOR ACHIEVING THIS WILL LIE WITH ALL
7 DIVISIONS WITH DPLA ACTING AS THE LEAD.
8 WITHIN THE IMPLEMENTATION PHASE, WHAT WE
9 HOPE TO ACHIEVE IS DEVELOPING -- WELL, KEITH BEMOANED
10 THE PROLIFERATION OF PLANS EARLIER, BUT WE WANT TO SEE
11 ASSISTANCE PLANS DEVELOPED BETWEEN THE LOCAL
12 GOVERNMENTS AND THE BOARD. NOW, THESE ARE VERY
13 INFORMAL AGREEMENTS BETWEEN TARGETED JURISDICTIONS AND
14 US ON HOW WE ARE GOING TO HELP THEM. AND WE WANT TO
15 SEE IMPLEMENTATION OF NEW AND IMPROVED DIVERSION
16 PROGRAMS. WE'LL MEASURE OUR PROGRESS BY SEEING THAT
17 ALL TARGETED JURISDICTIONS HAVE IMPLEMENTED NEW OR
18 IMPROVED PROGRAMS RESULTING IN INCREASED DIVERSION BY
19 JUNE OF '99.
20 SOME OF THE SELECT OUTPUTS AND TARGETS
21 ARE DESIGNATING AND TRAINING PROJECT MANAGERS
22 INTERNALLY AND ASSIGNING THEM TO TARGET JURISDICTIONS.
23 NOW, PROJECT MANAGERS BEING DESIGNATED LIAISONS WITH
24 THE TARGETED JURISDICTIONS WHO WILL BE ABLE TO FUNNEL
25 THE INFORMATION THAT WE HAVE INTERNALLY AND THAT



1 INFORMATION THAT WE'RE ABLE TO GATHER EXTERNALLY FROM
2 THE SUCCESSFUL JURISDICTIONS TO THE TARGETED
3 JURISDICTIONS TO HELP THEM ACHIEVE WHAT'S REQUIRED BY
4 LAW.
5 WE WILL ESTABLISH COORDINATION AGREEMENTS
6 INTERNALLY BETWEEN THE LEAD DIVISION, PRIMARILY JUDY'S
7 DPLA, AND ALL OTHER DIVISIONS ON HOW THIS SUPPORT CAN
8 BE PROVIDED THROUGH THE PROJECT MANAGERS TO LOCAL
9 JURISDICTIONS. AND WE'LL BE DEVELOPING THE ASSISTANCE
10 PLANS WITH THOSE TARGETED JURISDICTIONS.
11 THERE WILL BE CONTINUOUS COMMUNICATION
12 WITH TARGETED JURISDICTIONS, AND WE SEE THIS ALL
13 RESULTING IN NEW AND IMPROVED PROGRAMS BEGINNING IN
14 DECEMBER OF THIS YEAR. 'AND AGAIN, ALL THE DIVISIONS
15 WILL HAVE A RESPONSIBILITY SUPPORTING THIS EFFORT WITH
16 DPLA ACTING AS THE LEAD.
17 MR. SCHIAVO: LAST STEP OF THE PROCESS IS
18 LOOKING AT OUR RESULTS. WHAT DO WE HOPE TO ACHIEVE.
19 WE WANT TO SEE THAT ALL JURISDICTIONS, ESPECIALLY THE
20 TARGETED ONES, ARE MEETING -- ACHIEVING THEIR GOALS.
21 AND HOW DO WE MEASURE THAT? WELL, ONE IS WE'LL BE
22 USING THE ANNUAL REPORT REVIEW PROCESS TO DETERMINE
23 WHETHER OR NOT THEY'RE MAKING PROGRESS TOWARDS MEETING
24 THE GOALS. AND ALSO WE'LL BE LOOKING AT THE COMPLIANCE
25 SCHEDULES AND HOPE THAT WE'LL SEE A SO-PERCENT



1 REDUCTION IN COMPLIANCE SCHEDULES AS A RESULT OF THE
2 EFFORTS THAT ALL OF US COLLECTIVELY HAVE MADE.
3 REGARDING THE TARGETS AND ACCOUNTABILITY,
4 WE'LL BE CONTINUING TO WORK TO REFINE OUR GOOD FAITH
5 EFFORTS FOR JURISDICTIONS TO MAKE THAT A CLEARER
6 PROCESS. WE'LL BE GETTING THE BIENNIAL REVIEWS
7 ACCOMPLISHED MUCH QUICKER. WE'LL ESTABLISH NECESSARY
8 COMPLIANCE SCHEDULES BY 3/99. WE'LL BE SETTING UP A
9 RECOGNITION PROGRAM FOR JURISDICTIONS WHO ARE DOING AN
10 EXCELLENT JOB. AND THE RESPONSIBILITY FOR THIS WOULD
11 BE DPLA WORKING TOGETHER WITH WASTE PREVENTION, MARKETS
12 DIVISION, AND THE OPA OFFICE.
13 MR. HUNTS: THE FUTURE PLAN OF THIS EFFORT IS,
14 AS KEITH NOTED EARLIER, ' IS THE PLAN, DO, CHECK, ADJUST
15 CYCLE. WE SEE BEGINNING THE IMPLEMENTATION OF THIS
16 WORK, MONITORING OUR OWN PROGRESS THROUGH THE MONTHLY
17 CHECKING IN WITH THE RESPONSIBLE DIVISIONS, AND
18 MONITORING THE PROGRESS OF OUR CUSTOMERS, AND DOING THE
19 NECESSARY ADJUSTMENTS TO THIS PLAN REALLY AS WE'RE
20 DOING IT. TIME IS RUNNING OUT. WE DON'T HAVE TIME TO
21 DO PILOTS. WE DON'T HAVE TIME TO GO BACK AND BEGIN
22 AGAIN. THIS IS SOMETHING WE'LL HAVE TO DO ON THE FLY.
23 BECAUSE OF THE AGGRESSIVE NATURE OF OUR
24 PLAN, WE DO HAVE SOME NEAR-TERM COMMITMENTS. AND, IN
25 FACT, THE TEAM HAS MET WITH AFFECTED DIVISIONS TO LET



1 THEM KNOW ABOUT THESE NEAR-TERM COMMITMENTS THAT WE'RE
2 SEEKING. THIS IS BEFORE THE FORMAL NEGOTIATIONS ARE
3 FINALIZED.
4 ONGOING RIGHT NOW IS THE DEVELOPMENT OF A
5 CATALOGING OF OUR EXISTING TOOLS AND PROGRAMS
6 THROUGHOUT THE BOARD. ALL DIVISIONS ARE DOING THIS AS
7 WE SPEAK. WE'RE DEVELOPING THE LIST OF TARGET
8 JURISDICTIONS BASED ON CRITERIA THAT ARE BEING
9 DEVELOPED WITHIN DPLA. WE'RE ANALYZING THE EXISTING
10 WEB SITE FOR CONTENT, MAKING SURE THAT ALL PROGRAMS,
11 ALL TOOLS HAVE A PRESENCE THERE AND WHAT WE HAVE TO
12 OFFER TO OUTSIDE CUSTOMERS IS CLEARLY PRESENTED.
13 PROJECT MANAGERS ARE BEING ASSIGNED.
14 PROJECT MANAGERS WILL BE TRAINED ON ALL THE TOOLS THAT
15 WE HAVE. NOW, IT'S NOT EXPECTED THAT THESE PROJECT
16 MANAGERS WILL BE EXPERTS IN ALL THE BOARD'S PROGRAMS,
17 BUT RATHER THEY WILL BE EXPERTS IN THE EXISTENCE OF THE
18 BOARD'S PROGRAMS, THAT THEY WILL BE ABLE TO BRING TO
19 BEAR THE RESOURCES THAT WE HAVE, KNOW WHERE TO DIRECT
20 OUTSIDE INQUIRIES, THAT SORT OF THING.
21 WE WILL BE LOOKING TO REFINE THE BIENNIAL
22 REVIEW TOOLS. THAT'S, AS PAT NOTED, REFINING THE GOOD
23 FAITH CRITERIA. AND WE'LL BE DEVELOPING THAT
24 RECOGNITION PROCESS RIGHT AWAY WITH OPA SO THAT THE
25 JURISDICTIONS THAT ARE ON TRACK GET THE RECOGNITION



1 THEY DESERVE AND THAT WE'RE ABLE TO LEARN FROM THEIR
2 EFFORTS WHAT WORKS AND WHAT DOESN'T.
3 MR. SCHIAVO: WELL, PUTTING THE PLAN TOGETHER
4 ITSELF WAS A CHALLENGE FOR US. THE REAL CHALLENGE IS
5 STILL AHEAD IN IMPLEMENTING THE PLAN. THERE'S A LOT TO
6 DO. IT'S GOING TO REQUIRE A SIGNIFICANT AMOUNT OF
7 INTERNAL COORDINATION AMONG ALL THE DIVISIONS AND
8 OFFICES BECAUSE WE'RE GOING TO BE SHARING RESOURCES IN
9 SOME OCCASIONS AND EXPERTISE. SO THERE WILL HAVE TO BE
10 AGAIN A LOT OF COOPERATION AND COORDINATION THAT WILL
11 BE TAKING PLACE.
12 THERE WILL BE RESOURCE ALLOCATION ISSUES
13 THAT WE'LL BE DEALING WITH. ALL FOUR TEAMS WILL BE
14 NEGOTIATING THE RESOURCE ALLOCATIONS, AGAIN, BECAUSE
15 THERE'S GOING TO BE A LOT OF DIFFERENT TASKS TAKING
16 PLACE THAT MAY HAVE NOT TAKEN PLACE IN THE PAST, AND
17 WE'LL BE, AGAIN, SHARING EXPERTISE AND RESOURCES AMONG
18 THE DIVISIONS AND OFFICES.
19 THE TIME FRAMES, WE TOOK A VERY
20 AGGRESSIVE APPROACH IN IMPLEMENTATION OF THE PLAN. WE
21 PURPOSELY DID SO TO PUT PRESSURE ON OURSELF TO ACHIEVE
22 THE GOALS THAT ARE SET FORTH IN HERE. AND THE LAST
23 CHALLENGE IS THE LACK OF CONTROL WE HAVE. WHILE THERE
24 ARE MANDATES IN PLACE FOR PEOPLE TO REACH GOALS, THERE
25 ARE NO MANDATES NECESSARILY FOR THEM TO USE OUR TOOLS



1 AND OUR PROGRAMS. SO IT'S GOING TO BE UP TO US TO WORK
2 COOPERATIVELY WITH THE JURISDICTIONS AND MARKET
3 OURSELVES AND WHAT WE HAVE THAT'S GOING TO ENHANCE
4 THEIR ABILITY TO REACH THE GOALS.

5 MS. FRIEDMAN: BEFORE I TURN THE PRESENTATION
6 OF THE SECOND GOAL -- EXCUSE ME -- TEAM WORK OVER TO
7 CAREN TRGOVCICH AND HER TEAM, I WANTED TO GIVE A LITTLE
8 BIT OF INFORMATION ABOUT THE KINDS OF COMMENTS WE
9 RECEIVED FROM EXTERNAL CUSTOMERS AND WHO WE SOLICITED.
10 FIRST OF ALL, WE WERE UNABLE TO SOLICIT ABSOLUTELY
11 EVERYBODY, BUT WE HAVE A PRETTY GOOD REPRESENTATIVE OF
12 THE FOLKS THAT, I'M SURE, YOU WILL RECOGNIZE, THE
13 ORGANIZATIONS YOU WILL RECOGNIZE. WE WANTED TO HEAR
14 FROM CRRC, CAW, CSAC, TE LEAGUE OF CITIES, AND LOCAL
15 GOVERNMENT TECHNICAL ADVISORY COMMITTEE. TO THAT END,
16 WE'VE CONTACTED WITH, ASKED FOR COMMENTS FROM EVAN
17 EDGAR, RICK BEST, CAREN KEENE, YVONNE HUNTER, LIZ
18 CITRINO. I DON'T KNOW. I SEE EVAN IN THE AUDIENCE.
19 I'M NOT SURE IF ANYBODY IS HERE FROM THAT PARTICULAR
20 GROUP.

21 IN GENERAL, THE COMMENTS WE'VE RECEIVED
22 HAVE BEEN VERY POSITIVE. WE HAVE RECEIVED OFFERS OF
23 ASSISTANCE FROM ALL OF THOSE ENTITIES AND ALSO
24 RECOMMENDATIONS TO BE SENSITIVE TO THE NEEDS OF LOCAL
25 JURISDICTIONS IN DEVELOPING OUR IMPLEMENTATION OF THIS



1 PARTICULAR PLAN TO SEE WHAT'S WORKING AND UTILIZE THAT
2 INFORMATION.
3 WE'VE ALSO HEARD THAT -- WE'VE HAD
4 QUESTIONS, YOU KNOW. WHAT DOES THIS WORD MEAN? WHAT
5 DOES THAT WORD MEAN? ONCE WE WERE ABLE TO EXPLAIN THAT
6 KIND OF WHERE WE'RE GOING, BASICALLY EVERYBODY WAS
7 EXTREMELY POSITIVE. AND AS I SAID BEFORE, EVERYBODY
8 HAS OFFERED TO ASSIST AND FOLKS WILL BE TRACKING AND
9 WATCHING OUR PROGRESS. THAT'S ESSENTIALLY THE KINDS OF
10 COMMENTS WE RECEIVED.

11 CHAIRMAN PENNINGTON: ANY QUESTIONS OF..

12 MR. SMITH: COULD WE HOLD THE QUESTIONS TILL
13 THE END AND WRAP UP AFTER THAT?

14 MS. FRIEDMAN: WITH THAT, I THINK OUR
15 PARTICULAR PRESENTATION ON THIS PLAN IS DONE. AND NOW
16 I THINK I'LL TURN IT OVER TO CAREN TRGOVCICH.

17 BOARD MEMBER CHESBRO: MR. CHAIRMAN, I KNOW
18 I'M BREAKING THE RULE THAT WAS REQUESTED, BUT I MAY
19 NEED TO LEAVE BEFORE THE END OF MS. TRGOVCICH'S
20 PRESENTATION. I JUST WANTED TO MAKE MY POSITIVE
21 COMMENTS ABOUT THIS PROCESS. AND IT SEEMS TO HAVE
22 REALLY PRODUCED, FROM WHAT I'VE SEEN SO FAR ANYWAY,
23 VERY GOOD RESULTS. AND I WANTED TO MAKE SURE I HAD A
24 CHANCE TO SAY THAT ON THE RECORD.
25 I'M PARTICULARLY ENCOURAGED BY THE



1 CROSS-DIVISIONAL COOPERATION AND INTEGRATION THAT WE
2 SEE GOING ON, AND EVERYBODY INVOLVED IS TO BE COMMENDED
3 FOR THAT KIND OF ORGANIZATIONAL PROGRESS. SO JUST
4 WANTED TO MAKE SURE I HAD A CHANCE TO SAY THAT.
5 CHAIRMAN PENNINGTON: FINE. THANK YOU, MR.
6 CHESBRO. CAREN TRGOVCICH.
7 MS. TRGOVCICH: GOOD MORNING, CHAIRMAN
8 PENNINGTON AND MEMBERS. YOU'VE RECEIVED SUCH WONDERFUL
9 BACKGROUND PRESENTATIONS ON OUR PROCESS AND APPROACH,
10 THAT I THINK I'M GOING TO AVOID GOING THROUGH THAT FOR
11 YOU IN TERMS OF OUR TEAM. THE NAME OF THE PRIORITY
12 ACTION TEAM THAT WE ADOPTED IS THE CONSTRUCTION AND
13 DEMOLITION DEBRIS STRATEGY TEAM. PRETTY SIMPLE,
14 STRAIGHTFORWARD.
15 LIKE THE LOCAL PERFORMANCE TEAM, WE WERE
16 THE FIRST TWO TEAMS TO GET UNDER WAY. IT WAS A LOT OF
17 HARD WORK. IT WAS A LOT OF BACK AND FORTH, AND THERE
18 WERE A LOT OF TIMES I WANTED TO GET UP AND WALK OUT.
19 IF I'M NOT A GOOD TEAM MEMBER FOR SAYING THAT, I'D SAY
20 THAT WE'VE OVERCOME A LOT OF HURDLES; AND I THINK AS A
21 GROUP, WE ARE WORKING VERY EFFECTIVELY TOGETHER NOW.
22 SO FOR ALL OF THE TEAMS TO COME, I THINK THAT WE ALL
23 JUST HAVE TO ACKNOWLEDGE THAT WE BRING DIFFERENT
24 VIEWPOINTS TO THE TEAM AND WORK WITH THAT. AND THAT'S
25 BEEN VERY POSITIVE.



1 OUR TEAM MEMBERS, VERY BRIEFLY, AND I
2 WON'T ASK THEM TO STAND UP, BUT MAYBE AT THE END, THEY
3 CAN. FROM THE WASTE PREVENTION AND MARKET DEVELOPMENT
4 DIVISION, STEVE OSTERHEIM-SMITH, RICK MULLER, CASEY
5 ROBB, AND MARTHA GILDART, WHO IS CURRENTLY ON VACATION
6 IN EUROPE. SHE DIDN'T GIVE THAT UP TO STAY HERE
7 TODAY. FROM THE PERMITTING AND ENFORCEMENT DIVISION IS
8 MIKE WOCHNICK, WHO'S SITTING HERE BESIDE ME, AND MARCIA
9 KIESSE. AND MANY OF YOU ARE VERY AWARE OF MARCIA'S
10 WORK IN HEADING UP THE CONSTRUCTION AND DEMOLITION
11 REGULATION DEVELOPMENT EFFORT FOR THE PERMITTING AND
12 ENFORCEMENT DIVISION. FROM DPLA IS CATHARINE CARDOZA,
13 SITTING ACROSS FROM ME. FROM THE BOARD MEMBER OFFICES
14 ARE AL LIPSON AND BYRON FITZGERALD. AND JILL JONES IS
15 OUR FACILITATOR.
16 OUR PRESENTATION TODAY WILL BE PROVIDED
17 BY AL LIPSON, PROVIDING THE LEAD-OFF, WITH MIKE AND
18 CATHERINE DESCRIBING THE TWO GOALS THAT ARE CONTAINED
19 IN OUR VERY BRIEF PERFORMANCE PLAN. I'D JUST LIKE TO
20 POINT OUT A COUPLE OF DIFFERENCES BETWEEN THE PLAN YOU
21 JUST HEARD AND THIS ONE RIGHT NOW, AND THE PRIMARY
22 DIFFERENCE REALLY IS DATA.
23 WHEN WE MET AS A TEAM AND WE LOOKED AT
24 THE UNIVERSE OF WHAT IS DESTRUCTION AND DEMOLITION
25 DEBRIS, WHAT WE FOUND WAS WE HAD NO 50-PERCENT



1 INITIATIVE TO GO BACK TO. WE HAD NO STRONG PLANNING
2 DOCUMENTS FROM LOCAL ENTITIES TO RELY UPON. AS YOU
3 WILL REMEMBER, WHEN KEITH REMINDED YOU OF THAT NOVEMBER
4 MEETING LAST YEAR, AND WE SAID WE FIGURE THERE'S
5 SOMEWHERE BETWEEN 28 TO 30 PERCENT IN THE WASTESTREAM,
6 MEMBER CHESBRO RAISED SOME QUESTIONS ABOUT THAT AND
7 SEVERAL OF YOU COMMENTED ON THAT AS WELL. WHAT WE WERE
8 RELYING ON THEN WERE THE APPROXIMATELY 46 OUT OF THE
9 TOTAL NUMBER OF 500 PLUS JURISDICTIONS THAT HAD
10 REPORTED SOME SORT OF C&D PROGRAM. AND THAT IS BY NO
11 MEANS, I WOULD SAY, REPRESENTATIVE OF THE WHOLE, BUT IT
12 WAS THE NUMBERS WE HAD TO WORK WITH AT THE TIME.
13 WE CAN RELY ON INFORMATION THAT U.S. EPA
14 GENERATES AND THAT OTHER STATE AGENCIES FROM OTHER
15 STATES GENERATE, BUT BOTTOM LINE IS THAT WHAT THIS
16 EFFORT IS ABOUT AS WELL IS BUILDING SOME INFORMATION
17 TOO. ONE OF THE PRINCIPAL HURDLES WE HAD TO OVERCOME
18 AS A TEAM IS THE VERY QUESTION THAT YOU ALL ASKED US
19 HERE LAST NOVEMBER, AND THAT IS DO WE REALLY KNOW THAT
20 THIS IS AN ISSUE. HOW MUCH IS REALLY BEING RECYCLED?
21 AND HOW MUCH DO WE REALLY HAVE LEFT TO DIVERT? AND SO
22 ONCE WE OVERCAME THAT HURDLE, WE LOOKED AT VARIOUS
23 THINGS TO BE ABLE TO COME UP WITH OUR PLAN.
24 SO I WANTED TO PROVIDE YOU WITH THAT
25 BACKDROP, AND THAT WHAT YOU WILL SEE AS A RESULT OF



1 THAT EFFORT AND AS A RESULT OF THE OVERALL LACK OF DATA
2 IN THIS AREA IS THAT WE HAVE TWO VERY DIFFERENT
3 APPROACHES TO ADDRESS THE C&D PROBLEM THAT EXISTS HERE
4 IN THIS STATE.

5 AND CATHERINE AND MIKE WILL BE DESCRIBING
6 THAT FOR YOU IN A MOMENT. WITH THAT, I'D LIKE TO TURN
7 THE PRESENTATION OVER TO AL.

8 MR. LIPSON: THANKS, CAREN. YOU MENTIONED THE
9 BACK AND FORTH AND SOME OF THE STRESSES WE HAD IN OUR
10 TEAMS. THERE WAS ONE TEAM MEETING THAT I DID WALK
11 OUT.

12 MS. TRGOVCICH: BUT THAT WAS YESTERDAY OR THE
13 DAY BEFORE. WE CALL YOU A SHORT TIMER FOR THAT.

14 MR. LIPSON: ALL I CAN SAY IS IT'S PLEASANT TO
15 ADDRESS AND MAKE A PRESENTATION TO SIX BOARD MEMBERS.
16 WE'RE HERE TO DISCUSS THE PERFORMANCE PLAN FOR C&D.
17 WE'VE BEEN AT THE TASK OF DEVELOPING THE PLAN FOR
18 SEVERAL MONTHS. AND AS YOU ARE AWARE, THE PLAN IS VERY
19 SHORT, JUST A FEW PAGES.

20 ON THAT SCORE, I'M REMINDED OF THE
21 SPEAKER, WHO AFTER DELIVERING A VERY LENGTHY
22 PRESENTATION, COMMENTED TO THE AUDIENCE, "IF I HAD MORE
23 TIME, IT WOULD HAVE BEEN SHORTER." BUT OUR PERFORMANCE
24 PLAN IS BRIEF, AND WE HOPE THAT IT PASSES THE QUALITY
25 TEST.



1 THE PLAN WAS REVIEWED RECENTLY AT A
2 STAKEHOLDERS MEETING WE HAD LAST WEEK WITH
3 REPRESENTATIVES FROM THE WASTE INDUSTRY, CONSTRUCTION
4 AND DEMOLITION CONTRACTORS AND PROCESSORS. THEIR
5 OVERALL REACTION WAS FAVORABLE. FORTUNATELY, WE DID
6 PASS THE SMELL TEST. OUR GOAL IS TO WORK WITH THESE
7 AND OTHER STAKEHOLDERS THROUGHOUT THE COURSE OF THIS
8 PROJECT.
9 AT THE STAKEHOLDERS MEETING, I PUT A
10 LITTLE DIFFERENT TWIST ON THE OFT HEARD ADAGE, WE ARE
11 HERE FROM THE STATE, AND WE'RE HERE TO HELP." WHAT I
12 SAID IS WE'RE FROM THE STATE, AND WE NEED YOUR HELP.
13 AND WE DEFINITELY NEED THE HELP OF ALL THE STAKEHOLDERS
14 IN PARTNERSHIP WITH US F WE'RE GOING TO DO A FOCUSED
15 JOB IN FOCUSING OUR RESOURCES TO MEET THE SO-PERCENT
16 GOAL. AND I HOPE WE CAN COUNT ON THEIR INVOLVEMENT AND
17 SUPPORT THROUGHOUT THIS PROJECT.
18 NOW CATHERINE AND MIKE WILL JOIN ME IN
19 OUR LITTLE TAG TEAM PRESENTATION.
20 NOW, WHY DID THE BOARD SELECT THE
21 CONSTRUCTION AND DEMOLITION AREA IN THE FIRST PLACE?
22 THERE WAS A FAMOUS BANK ROBBER NAMED WILLY SUTTON. AND
23 WHEN HE WAS ASKED WHY HE DID WHAT HE DID, HE SAID,
24 "THAT'S WHERE THE MONEY WAS."
25 WELL, WE PREVIOUSLY INDICATED THAT EARLY



1 DATA SHOWED THAT C&D COULD CONTRIBUTE UP TO 30 PERCENT
2 OF THE WASTESTREAM, AND THE BOARD HAD PREVIOUSLY
3 IDENTIFIED CONSTRUCTION DEMOLITION AS A PRIMARY TARGET
4 IN OUR STRATEGIC PLAN AND IN OUR MARKET DEVELOPMENT
5 PLAN.
6 THE BOARD HAS UNDERTAKEN A NUMBER OF
7 ACTIVITIES AFFECTING C&D. CAREN REFERRED EARLIER TO
8 THE C&D REGULATIONS WHICH ARE AIMED AT HEALTH AND
9 SAFETY AND PERMITTING. WE'VE HAD OUR EXISTING C&D PLAN
10 THAT DOES COVER THIS AREA, OUR MARKET DEVELOPMENT PLAN
11 DISCUSSES IT, THE DISASTER PLAN DISCUSSES IT. AND THE
12 STAFF HAS PREPARED AN EXTENSIVE STORE OF INFORMATION
13 MATERIALS, FACT SHEETS, CASE STUDIES, BEST PRACTICES
14 INFORMATION THAT HAS BEEN FAIRLY WIDELY DISSEMINATED.
15 BUT ONE OF THE MAJOR THINGS WE DISCOVERED WHEN FIRST
16 GETTING INTO THIS AREA, AS CAREN MENTIONED, WAS THE
17 PROBLEM WITH SECURING GOOD DATA. THERE'S VERY LIMITED
18 DATA ON RECYCLING OF C&D WITHIN THE STATE.
19 MR. WOCHNICK: THANK YOU, AL. I'M GOING TO BE
20 DISCUSSING GOAL 1, AND THEN CATHERINE WILL BE
21 DISCUSSING GOAL 2 IN OUR PLAN.
22 GOAL 1 IS TO ACHIEVE A SIGNIFICANT
23 INCREASE IN CONSTRUCTION DEMOLITION DEBRIS GATHERED AND
24 SEPARATED BOTH ON AND OFF SITE AND SENT TO AN END USE
25 MARKET. IN OTHER WORDS, WE'RE SHOOTING FOR MORE



1 DIVERSION, LESS LANDFILLING. AND WE'RE FOCUSING ON
2 SEPARATION BOTH ON AND OFF SITE AS A KEY BECAUSE PROPER
3 SEPARATION WILL INCREASE THE AVAILABLE END USES FOR THE
4 MATERIAL.
5 OUR APPROACH FOR GOAL 1 IS, FIRST, IT'S
6 REGIONAL. WE'RE LOOKING AT SELECTING TWO REGIONS
7 WITHIN THE STATE, PREFERABLY ONE IN NORTH, ONE SOUTH,
8 BUT NOT NECESSARILY. AND IT CAN BE COUNTIES, PORTIONS
9 OF COUNTIES, BICOUNTY, WHATEVER. WE'RE LEAVING THAT UP
10 TO THE DIVISION TO DECIDE WHAT'S THE BEST REGION TO
11 COME UP WITH THAT WILL WORK.
12 SOME OF THE SELECTION CRITERIA THAT WE'VE
13 SUGGESTED TO THE DIVISIONS, THE TWO PRIMARY ONES, ARE
14 AMOUNT OF AVAILABLE MATERIAL. SO WE'RE LOOKING FOR
15 AREAS THAT HAVE LARGE CONSTRUCTION VOLUME, SO THERE'S
16 MATERIAL TO WORK WITH. AND, TWO, IT'S A COOPERATIVE
17 REGION. WE HAVE A SHORT TIME FRAME TO TRY TO GET SOME
18 POSITIVE RESULTS, AND SO WE WANT TO WORK WITH A REGION
19 THAT WANTS TO WORK WITH US AND GET SOMETHING
20 ACCOMPLISHED. AND THEN WE HAVE OTHER SECONDARY
21 CRITERIA WE'RE LOOKING AT IS ARE THERE SOME EXISTING
22 PROGRAMS THAT WE CAN BUILD UPON? WHAT'S THE CURRENT
23 DIVERSION RATE? AND ARE THERE DIVERSION FACILITIES
24 AVAILABLE THAT CAN HANDLE THE MATERIAL?
25 AS PART OF DEVELOPING THESE REGIONAL



1 ACTION PLANS, WE'LL BE WORKING WITH LOCAL GOVERNMENT
2 AND INDUSTRY, INCLUDING CONSTRUCTION, DEMOLITION, AND
3 THE WASTE MANAGEMENT INDUSTRY. AND ALSO, THAT AS AN
4 ADDED INCENTIVE, WE DO HAVE SOME CONTRACT SUPPORT
5 DOLLARS, POTENTIALLY UP TO \$50,000, THAT CAN BE USED
6 FOR DATA GATHERING PURPOSES OR OTHER NEEDS TO HELP
7 DEFRAY SOME OF THE LOCALS' COSTS IN IMPLEMENTING THESE
8 REGIONAL ACTION PLANS.
9 THE ACTIONS TO BE TAKEN IS, FIRST, TO
10 DEVELOP REGIONAL ACTION PLANS FOR C&D RECOVERY. THESE
11 PLANS OR GOALS ARE TO HAVE THESE PLANS DEVELOPED BY THE
12 LOCALS. WE WANT THEM TO SORT OF HAVE THEIR BUY-IN, AND
13 OUR JOB AT THE BOARD IS MORE AS A FACILITATOR TO TRY TO
14 HELP THEM TO GET THIS DONE. BUT THE MAIN PURPOSE AT
15 THE STAFF LEVEL WOULD BE WE'RE DEVELOPING A TRIUMVIRATE
16 OF REPRESENTATIVES, ONE EACH FROM DPLA, MARKETS, AND
17 P&E. AND THEIR GOAL WOULD BE TO SELECT THE TARGET
18 REGIONS BASED ON AVAILABLE INFORMATION, IDENTIFY THE
19 RESPONSIBLE PARTIES AND STAKEHOLDERS WITHIN THOSE
20 PARTICULAR REGIONS. AND THEN ON THE DEVELOPMENT OF THE
21 REGIONAL ACTION PLANS, TO INCLUDE THE PERFORMANCE
22 MEASURES THAT CAN BE MEASURED UP AT OUR LEVEL TO SEE
23 WHAT'S WORKING, WHAT'S NOT.
24 AND I THINK WHAT WE'LL DO IS EVALUATE THE
25 RESULTS AND ADVERTISE SUCCESSES. GOAL IS TO VALIDATE



1 VARIOUS THINGS THAT MIGHT WORK, AND THEN PASS THOSE ON
2 TO OTHER JURISDICTIONS. AND THOSE THAT DON'T WORK, TO
3 FIGURE OUT WHY AND EITHER NO LONGER APPROACH THOSE, IF
4 THEY'RE NOT VIABLE, OR FIND OUT REASONS WHY AND CHANGE
5 IT.
6 THE OUTCOME MEASURES WE'RE LOOKING FOR
7 FOR THE FIRST SIX MONTHS IS DEVELOP THE REGIONAL ACTION
8 PLANS WITH THE LOCALS. NEXT GOAL OVER THE SIX TO 18
9 MONTHS WOULD BE TO HAVE THE LOCALS IMPLEMENT THE PLANS.
10 THEN WE'LL BOTH AT THE LOCAL LEVEL EVALUATE AND MODIFY
11 THE PLANS TO SEE WHAT'S WORKING, WHAT'S NOT WORKING.
12 OVER THE NEXT 12 PLUS MONTHS TO EXPAND THE POSITIVE
13 RESULTS TO THE OTHER JURISDICTIONS IN THE STATE.
14 AS I SAID, MAIN GOAL IS TO VALIDATE WHAT
15 WORKS AND WHAT DOESN'T WORK FOR C&D RECYCLING. AND IF
16 IT WORKS, EXPAND IT TO OTHER AREAS. IF IT DOESN'T
17 WORK, TRY TO DETERMINE WHETHER IT'S A GENERIC PROBLEM
18 OR SPECIFIC PROBLEM FOR THAT REGION. MAYBE THEY DON'T
19 HAVE THE ADEQUATE INFRASTRUCTURE AVAILABLE FOR THAT
20 PROGRAM. DURING THIS WHOLE TIME WE'LL BE TRACKING
21 PROGRESS.
22 I'D LIKE TO TURN IT OVER TO CATHERINE TO
23 DISCUSS GOAL 2.
24 MS. CARDOZA: GOOD MORNING, BOARD MEMBERS.
25 FOR OUR SECOND GOAL, WE WANT TO ACHIEVE A SIGNIFICANT



1 INCREASE IN THE CONSTRUCTION INDUSTRY'S USE OF RESOURCE
2 EFFICIENT BUILDING DESIGN AND TECHNIQUES, OR WHAT WE
3 CALL BEST PRACTICES, AND ALSO INCREASE THE USE OF
4 RCP'S. I LIKE TO CALL THEM REALLY COOL PRODUCTS.
5 OTHER PEOPLE CALL THEM RECYCLED-CONTENT PRODUCTS.
6 THOSE ARE BOTH CONSTRUCTION PRODUCTS AND THE PRODUCTS
7 MADE FROM THE DEBRIS GENERATED BY THE CONSTRUCTION AND
8 DEMOLITION INDUSTRIES.
9 THE APPROACH FOR GOAL 2 IS DIFFERENT FROM
10 THAT OF GOAL 1. AND GOAL 2 WILL BE DISSEMINATING
11 INFORMATION ON THE BEST PRACTICES AND RCP USE STATEWIDE
12 TO THE APPROPRIATE STAKEHOLDERS WHILE WORKING WITH
13 MANUFACTURERS, RETAILERS, TRADE ORGANIZATIONS, AND
14 LOCAL AND STATE GOVERNMENT.
15 THE ACTIONS WE'LL BE TAKING TO ACHIEVE
16 GOAL 2 WILL HELP US TO DISSEMINATE THAT BEST PRACTICE
17 INFORMATION AND WORK TO REMOVE EXISTING BARRIERS TO THE
18 USE OF RCP'S, AND THOSE INCLUDE GETTING QUESTIONS ON
19 LICENSING EXAMS THAT ARE NOW USED BY CONTRACTORS,
20 ARCHITECTS, AND ENGINEERING LICENSING BOARDS, MODIFYING
21 EXISTING BUILDING STANDARDS TO ALLOW THE USE OF RCP'S,
22 DEVELOP MODEL ORDINANCES FOR LOCAL C&D RELATED REUSE
23 AND RECYCLING, WORK TO IMPROVE AND EXPAND THOSE
24 DATABASES THAT WE CURRENTLY HAVE, OUR FACT SHEETS AND
25 RELATED INFORMATION TO OUR RCP USE, AND ALSO TO PROMOTE



1 THE USE OF THAT DATABASE SO MORE PEOPLE ARE AWARE OF
2 IT. AND LASTLY, TO ESTABLISH PARTNERSHIPS THAT WILL
3 HELP US TO DISSEMINATE THAT BEST PRACTICE INFORMATION
4 AND THE USE OF RCP'S.
5 WE'LL HAVE SEVERAL OUTCOME MEASURES, THAT
6 ARE BASICALLY THE ACTIONS I JUST LISTED, THAT WILL HELP
7 US TO MEASURE WHETHER OUR EFFORTS ARE HAVING AN
8 IMPACT. AND FIRST OF THAT WE'LL SEE ARE THOSE
9 LICENSING EXAMS ACTUALLY INCLUDING THE C&D RELATED
10 QUESTIONS, HAVE STANDARDS AND TECHNIQUES FOR
11 CONSTRUCTION AND PRODUCTS THAT CURRENTLY POSE BARRIERS,
12 HAVE THOSE BEEN CHANGED? HAVE THE LOCAL ORDINANCES FOR
13 C&D RELATED USE BEEN ADOPTED LOCALLY? AND HAS THE USE
14 OF RCP'S INCREASED THROUGH OUR EFFORTS AT ADVERTISING
15 THEM? AND LASTLY, HAVE PARTNERSHIPS BEEN ESTABLISHED?
16 NEXT COUPLE SLIDES ARE BASICALLY THE TIME
17 LINES FOR THOSE ACTIONS. AND IN THE FIRST SIX MONTHS
18 WE'LL BE WORKING TO GAIN THE ACCEPTANCE BY THE
19 APPROPRIATE STAKEHOLDERS ON THE NEED AND VALUE OF
20 HAVING C&D RELATED QUESTIONS INCLUDED ON EXAMS, AND
21 ALSO WE'LL BE WORKING WITH, AGAIN, STAKEHOLDERS TO
22 DETERMINE WHICH STANDARDS AND TECHNIQUES COULD ACTUALLY
23 BE CHANGED.
24 AND THEN THE NEXT 12 MONTHS WE'LL BE
25 DEVELOPING THE TRAINING MATERIALS AND EXAM QUESTIONS



1 AND DEVELOPING THOSE QUESTIONS AND ALSO DEVELOPING THE
2 LANGUAGE FOR MODIFYING BUILDING STANDARDS.
3 AND THEN THE LAST 18 MONTHS TO WHENEVER,
4 WE HOPE TO SEE THE EXAMS INCLUDED -- QUESTIONS INCLUDED
5 ON THE EXAMS AND THAT THE BUILDING STANDARDS HAVE BEEN
6 MODIFIED.
7 THE NEXT TIME LINE DEALS WITH THE
8 PARTNERSHIPS AND ORDINANCES. AND IN THE FIRST SIX
9 MONTHS WE PLAN ON PROMOTING THE NEED FOR THE ORDINANCES
10 AND PARTNERSHIPS, AND THAT WILL BE THE TIME WHEN WE'LL
11 ACTUALLY DEVELOP A MODEL ORDINANCE. AND THAT IN THE
12 NEXT 12 MONTHS WE HOPE TO HAVE AT LEAST TWO
13 PARTNERSHIPS ESTABLISHED AND ALSO FIVE LOCAL
14 JURISDICTIONS HAVE ACTUALLY SCHEDULED HEARINGS TO ADOPT
15 THE C&D RELATED ORDINANCES. AND LASTLY, WE'LL BE
16 DISSEMINATING THE INFORMATION WE'VE DEVELOPED AND THAT
17 THE ORDINANCES ARE ACTUALLY ADOPTED.
18 AND THE LAST TIME LINE DEALS WITH THE
19 ADVERTISING EFFORTS. AND IN THE FIRST SIX MONTHS WE
20 HOPE TO IDENTIFY AT LEAST TWO TARGET AUDIENCES WHO WILL
21 BE GETTING OUR MESSAGE, AND ALSO WE'LL IDENTIFY WHAT
22 METHOD WILL WE USE FOR DELIVERING THE INFORMATION. FOR
23 EXAMPLE, WILL WE USE POSTERS OR BROCHURES OR RADIO
24 SPOTS OR WHATEVER? AND THEN WE'LL ALSO BE PROMOTING
25 THE USE OF OUR RCP INFORMATION SYSTEM.



1 THE NEXT 12 MONTHS WE'LL BE DISSEMINATING
2 THE INFORMATION AND THE MATERIALS TO OUR TARGET
3 AUDIENCE. AND LASTLY, WE HOPE TO SEE THAT THERE'S
4 ADVERTISING AT THE POINT OF SALE. FOR RCP, SAY, AT
5 HOME DEPOT, THERE'LL BE POSTERS WHERE PEOPLE GO AND
6 THEY CAN SEE THAT THIS IS A REALITY. TURN IT OVER TO
7 AL.
8 MR. LIPSON: WHAT RESULTS DO WE EXPECT? WELL,
9 WE'D LIKE TO SEE SOME SUCCESSFUL PROGRAMS. WE'D LIKE
10 MODELS THAT WE CAN EXPORT TO OTHER JURISDICTIONS. WE'D
11 LIKE TO SEE BUILDERS USING REAL COOL PRODUCTS AND
12 RECYCLING MORE C&D. WE'D LIKE TO SEE SOME OF THE
13 STANDARDS WE'VE DISCUSSED MODIFIED SO THAT WE CAN GET
14 PRODUCTS MADE FROM C&D to MARKET. WE'D LIKE TO SEE
15 SOME LOCAL ORDINANCES PUT IN PLACE TO ENCOURAGE MORE
16 EFFICIENT SEPARATION AND PROCESSING OF THESE
17 MATERIALS. WE'D LIKE TO SEE GENERAL USE OF RCP'S
18 INCREASED. AND WE'D LIKE TO SEE PARTNERSHIPS FORMED TO
19 DISSEMINATE INFORMATION TO SHORTEN THE LEAD-TIME
20 BETWEEN INNOVATION AND WIDESPREAD ACTION.
21 NOW, WHAT ARE THE FUTURE PLANS FOR THE
22 TEAM? CONTINUE TO MONITOR, EVALUATE PERFORMANCE,
23 UPDATE THINGS, PLAN, DO, CHECK, AND CHECK AGAIN, BUILD
24 ON SOME OF THE SUCCESSES WE HOPE WE HAVE, AND, VERY
25 IMPORTANTLY, TO ENLIST STAKEHOLDER PARTICIPATION



1 BECAUSE I THINK WE'RE GOING TO NEED THAT ON A SUSTAINED
2 BASIS TO ACHIEVE OUR MUTUAL GOALS. THANK YOU.

3 MS. TRGOVCICH: I WANT TO THANK, AL, MIKE, AND
4 CATHERINE -- THAT'S PRETTY -- FOR PROVIDING THE
5 PRESENTATION TO YOU. I THINK WHAT YOU SAW ARE REALLY
6 TWO APPROACHES THAT COULD REALLY WORK WELL TOGETHER IN
7 CERTAIN AREAS. WE MAY FIND A REGION UNDER GOAL 1 WHERE
8 ONE OF THE OUTCOMES UNDER GOAL 2 MAY FIT VERY WELL. A
9 REGION UNDER GOAL 1 MAY HAVE SOME IDEAL RETAILERS FOR
10 PARTNERSHIPS THAT ARE VERY SUPPORTIVE OF THAT CONCEPT,
11 AND THAT MAY BECOME AN ELEMENT OF THE ACTION PLAN.
12 THE PURPOSE OF THE ACTION PLAN GOAL IN
13 GOAL 1 WAS, AS MIKE SAID, TO BE ABLE TO SEE WHAT WORKS
14 AND WHAT DOESN'T WORK AND PASS THAT ON, BUT REALLY WHAT
15 WE'RE TRYING TO GET TO OUT THERE IS THE VERY SPECIFIC
16 NATURE OF C&D IN LOCAL COMMUNITIES. IT VARIES
17 TREMENDOUSLY FROM ONE PART OF THE STATE TO ANOTHER,
18 FROM ONE CITY TO THE NEXT, DEPENDING ON CONSTRUCTION
19 DOLLARS BEING EXPENDED, DEPENDING UPON LOCAL ORDINANCES
20 THAT MAY PRECLUDE SEPARATION TECHNIQUES. THERE'S A
21 WHOLE VARIETY OF THINGS THAT COULD OCCUR THAT MAY
22 EITHER SUPPORT OR NOT SUPPORT C&D ACTIVITIES.
23 SO WHAT WE'RE HOPING THAT THESE LOCAL
24 PLANS REALLY BECOME IS AN OPPORTUNITY FOR THE LOCAL
25 JURISDICTIONS WITH THEIR WASTE MANAGEMENT CONSTRUCTION



1 AND DEMOLITION INDUSTRY COUNTERPARTS TO SIT THERE AND
2 LOOK AT WHAT KIND OF SYSTEM DO THEY HAVE IN PLACE
3 LOCALLY THAT PROMOTES C&D RECYCLING. SO THAT'S REALLY
4 WHERE WE'RE HEADING, AND WE HOPE THAT WE WILL BE ABLE
5 TO ACCOMPLISH MOST OF THE OUTCOMES THAT YOU SEE UP
6 THERE.
7 THE GOAL 2 OUTCOMES ARE VERY AGGRESSIVE.
8 WHEN WE LAID THIS OUT TO OUR SMALL STAKEHOLDER GROUP,
9 THEY SAID VERY AGGRESSIVE. BUT ONE OF THE THINGS THAT
10 WE HEAR OVER AND OVER AGAIN ARE THE BARRIERS AROUND THE
11 USE OF THESE PRODUCTS. AND UNTIL WE GET LOCAL BUILDING
12 OFFICIALS TO ACKNOWLEDGE THEM, UNTIL WE GET THE
13 CONSTRUCTION INDUSTRY ITSELF TO SEE THAT NOT ONLY DOES
14 THIS WORK, BUT IT COULD', IN FACT, BE A BETTER PRODUCT,
15 WE WILL NOT SEE IT BECOME A MAINSTAY IN THE
16 MARKETPLACE. THAT CONCLUDES OUR PRESENTATION.

17 MR. SMITH: THANK YOU, CAREN. JUDITH WANTS
18 ABOUT A FEW SECONDS JUST TO ADD SOMETHING.

19 MS. FRIEDMAN: I DIDN'T GET TO AT THE END OF
20 MY PRESENTATION ACKNOWLEDGE THE EFFORTS OF MY TEAM IN
21 THE DEVELOPMENT OF THIS PARTICULAR PLAN. I'VE BEEN SO
22 IMPRESSED WITH THE OUTSTANDING DEGREE OF
23 PROFESSIONALISM, DEDICATION, VOLUNTEERISM, AND VERY
24 EXPANSIVE THINKING OF THIS TEAM. AND I'M VERY PROUD OF
25 THEM AND EVERYBODY SHOULD BE. SO I JUST WANT TO THANK



1 THEM, AND I'M SURE CAREN SHARES THOSE VIEWS ABOUT THE
2 TEAM THAT SHE LED.

3 MR. SMITH: LET ME BRIEFLY TALK ABOUT NEXT
4 STEPS. THE THIRD TEAM, ORGANICS, AS I INDICATED, CAME
5 IN WITH A FIRST DRAFT OF THEIR PLAN ON THE 17TH. ANY
6 OF YOU WHO WERE ON THE THIRD FLOOR MAY HAVE HEARD THE
7 COMMOTION AT 4 O'CLOCK IN THE AFTERNOON. I'M SITTING
8 IN MY OFFICES AND I HEAR FIRECRACKERS AND WHOOPEES
9 GOING OFF, AND HERE'S CONFETTI FLYING EVERYWHERE, AND
10 HERE'S THE TEAM DRESSED IN GREEN. BEING AN ENGLISHMAN,
11 I WAS UNDER MY DESK WITHIN SECONDS. IT TURNED OUT THEY
12 WERE NOT AFTER MY HIDE. THEY WERE AFTER PASSING THE
13 PLAN ON. SO I'LL BE MEETING WITH THEM NEXT WEEK TO GO
14 OVER SOME OF THE QUESTIONS ABOUT IT. AGAIN, LOOKS
15 EQUALLY GOOD WITH WHAT WE'VE SEEN RE.
16 THE FACILITY COMPLIANCE TEAM, I'VE SEEN
17 SOME EARLY WORK THERE, AND THEY'VE GONE THROUGH SOME OF
18 THE SAME KIND OF ITERATIVE PROCESSES. IT'S A DIFFICULT
19 PROCESS TO GET TO SIMPLICITY WITH ALL OF THE COMPLEXITY
20 THAT YOU ARE TRYING TO BRING TOGETHER. AND I'VE SEEN
21 SOME OF THE EARLY WORK OF THE FACILITY COMPLIANCE TEAM.
22 I'M EXPECTING SOME GOOD RESULTS FROM THEM PROBABLY IN
23 THE NEXT COUPLE OF WEEKS.
24 NEXT STEPS: AS BOTH TEAMS HAVE
25 INDICATED, WE'RE MOVING ALREADY INTO THE NEGOTIATION



1 STAGES. THE FIRST THREE TEAMS HAVE BEGUN NEGOTIATIONS
2 WITH THE DIVISIONS AS TO WHAT THE DELIVERABLES ARE. AS
3 SOON AS DOROTHY'S TEAM COMES TO FRUITION, THE SAME
4 THINGS WILL BE HAPPENING THERE. WE'RE LOOKING AT WHAT
5 IT'S GOING TO TAKE TO DO THAT. AS YOU CAN SEE, THERE
6 ARE SOME NEW APPROACHES HERE, AND RESOURCES ARE THE
7 ISSUE.
8 WHAT WE'LL BE ASKING THE TEAMS -- THE
9 DIVISIONS NOW TO DO IS, FACED WITH WHAT THEY HAVE BEEN
10 ASKED TO DO, WHAT IS IT -- WHAT DO THEY HAVE WITHIN
11 THEIR CURRENT CAPACITY -- OBVIOUSLY THERE ARE RESOURCES
12 CURRENTLY DEDICATED TO THESE AREAS -- WHAT WITHIN THE
13 CURRENT CAPACITY HAVE THEY GOT THAT THEY CAN TAKE FROM
14 EXISTING EFFORTS, REDIRECT INTERNALLY FROM EXISTING
15 EFFORTS TO ACHIEVE THESE THINGS.
16 SECOND QUESTION IS WHAT MORE DO WE NEED
17 TO DO THAT? SO ONCE THAT INTERNAL REDIRECTION WITHIN
18 THE DIVISION HAS BEEN DONE, LET'S TAKE A LOOK AT WHAT
19 WE NEED IN ADDITION. I'M PRETTY CERTAIN IN A COUPLE OF
20 AREAS WE'RE GOING TO NEED SOME EXTRA HELP.
21 SECOND STEP, WE DO HAVE SOME AVAILABLE
22 POSITIONS WITHIN THE IWMA THAT WE HAVE BEEN HOLDING FOR
23 SALARY SAVINGS THAT WE ARE GOING TO RELEASE
24 SPECIFICALLY TO THESE TEAMS. THAT'S WHERE ANY OF THE
25 EXISTING VACANCIES WILL BE FOCUSED.



1 THE THIRD, IF WE STILL NEED TO SEARCH OUT
2 MORE RESOURCES, WE'LL GO BACK TO THE CURRENT PROGRAMS
3 THAT ARE FUNDED BY IWMA. WE WILL LIST THEM ACROSS THE
4 WHOLE ORGANIZATION. THAT'S NOT JUST IN THE OPERATING
5 DIVISIONS. THAT'S IN ADMINISTRATION, IN EXECUTIVE AND
6 EVERYWHERE ELSE. LET'S LOOK AT WHAT WE FUND, AND LET'S
7 LOOK AT IF WE MAY WELL BE COMING BACK WITH QUESTIONS
8 ABOUT WITH WHETHER WE CAN DIVERT RESOURCES FROM OTHER
9 EXISTING OPERATIONS FOR THIS YEAR TO 18 MONTHS TO
10 ACHIEVE SOME OF THE GOALS THAT WE'RE SETTING OUT TO DO
11 HERE. THAT PROCESS WILL BE GOING ON OVER THE NEXT
12 THREE TO FOUR WEEKS AND WE WILL BE BACK. WE MAY BE
13 BACK, NO GUARANTEE, BUT WE MAY BE BACK AT SOME POINT
14 WITH SOME RECOMMENDATIONS ABOUT THE INTERNAL
15 REDIRECTIONS FROM OTHER EXISTING PROGRAMS.
16 IF YOU'VE SEEN A LITTLE TENSION FROM
17 CAREN AND JUDITH ABOUT ADDED RESOURCE DEMANDS, THIS IS
18 WHY BECAUSE I THINK THEY'VE SEEN FROM THEIR WORK ON THE
19 TEAM WHY -- WHAT IT'S GOING TO TAKE TO DO THIS. SO IF
20 YOU SEE THEM FLINCHING OCCASIONALLY, I'D ASK YOU TO
21 BEAR WITH THEM. THAT'S THE BASIS OF IT.
22 SECOND THING IS WE'RE STARTING THIS
23 ALREADY WITHIN THE TEAMS. WE ARE GOING TO GO OUT TO
24 OUR EXTERNAL STAKEHOLDERS. I'M MEETING WITH THE FIRST
25 OF THOSE, EVAN, ON MONDAY, AND WE'LL BE LOOKING AT WHAT



1 KIND OF HELP, RESOURCES, AID, ASSISTANCE, WHATEVER ARMS
2 WE CAN TWIST WITH THE WASTE INDUSTRY, THE RECYCLERS,
3 LOCAL GOVERNMENT RECYCLING COORDINATOR, ENVIRONMENTAL
4 GROUPS. WE'LL BE ASKING WHAT THEY CAN CONTRIBUTE TO
5 THESE EFFORTS UNDER THE GUIDANCE OF THE TEAM AND HOW WE
6 CAN PARTNER WITH THOSE GROUPS TO GET THIS DONE.
7 WE'LL BE ASKING, AGAIN, HOW WE CAN ALIGN
8 OUR CONTRACT DOLLARS, OUR LOAN DOLLARS, HOW WE CAN
9 BRING ALL THE OTHER ASPECTS AND RESOURCES THAT WE DO
10 INTO ALIGNMENT HERE. CAREN HAS ALREADY INDICATED THAT
11 WE HAVE TENTATIVELY TAGGED SOME CONTRACT DOLLARS. IS
12 THAT NEEDED IN SOME OF THE AREAS.
13 ONE OF THE THEMES THAT HAS BECOME VERY
14 APPARENT FROM ALL FOUR TEAMS, AS I'VE LISTENED TO THE
15 ORGANICS AND THE FACILITY COMPLIANCE, JUST AS MUCH AS
16 THESE TWO TEAMS, IS THAT WE ARE AN INFORMATION AND DATA
17 ORGANIZATION. WE ARE NOT THE DOERS; WE ARE THE
18 FACILITATORS AND HELPERS OF THE DOERS. AND ONE OF THE
19 KEY ROLES WE PLAY IS THE EFFICIENT TRANSMISSION OF
20 INFORMATION TO OUR KEY STAKEHOLDERS AND CUSTOMERS.
21 SO IN APRIL I EXPECT TO BE BRINGING WHAT
22 MAY BE PRIORITY AREA 5. IF WE CAN GO BACK TO MY
23 PRESENTATION, THIS WILL BE A PROPOSAL TO PUT ON THE
24 ON-DECK CIRCLE AN ISSUE OF HOW WE EXTEND OUR EXCELLENT
25 INTERNAL COMMUNICATION SYSTEM AND OUR NET TO OUR



1 EXTERNAL STAKEHOLDERS AND CUSTOMERS, HOW WE MAKE THAT
2 INTERFACE SEAMLESS WITH OUR PRINCIPAL CUSTOMER GROUPS,
3 WHICH IS GOING TO HELP ALL FOUR OF THESE EFFORTS.
4 I THINK THAT'S ENOUGH FROM US. I THINK
5 YOU'VE GOT A FLAVOR OF WHAT IT IS WE'RE SETTING OUT TO
6 DO HERE. AGAIN, I'VE SEEN SOME OF THE PAIN TEAMS HAVE
7 GONE THROUGH. THIS IS ONE OF THE THINGS - - THE MOST
8 SURPRISING THINGS IS HOW DIFFICULT IT IS TO GET TO
9 SIMPLICITY. AND I'VE SEEN THE FRUSTRATION. I'VE
10 ATTENDED A NUMBER OF THESE MEETINGS, SO I REALLY DO
11 COMMEND THE TEAM LEADERS FOR THE EFFORTS. AND I'LL
12 TURN IT OVER TO THE BOARD FOR QUESTIONS AND COMMENTARY.
13 THANK YOU.

14 CHAIRMAN PENNINGTON: QUESTIONS? MR. FRAZEE.

15 BOARD MEMBER FRAZEE: COMMENT, IF I COULD.
16 AND I HAVE A PARTICULAR INTEREST IN THE LAST TEAM AND
17 THE C&D TEAM. AS YOU KNOW, WE HAVE AN ONGOING EFFORT
18 IN THE REGULATION DEVELOPMENT AREA ON C&D. AND MY
19 CONCERNS REVOLVE AROUND MESHING THAT WITH THIS EFFORT
20 AND TO SEE THAT THERE'S SOME COORDINATION THERE.
21 ONE OF THE DANGERS I SEE IS THE FACT THAT
22 I THINK IN THE C&D AREA, THERE'S GOING TO BE A
23 SIGNIFICANT PART OF THAT THAT FALLS OUTSIDE THE
24 REGULATORY SCHEME, EITHER BY EXCLUSION OR EXEMPTION,
25 BUT THAT DOES NOT NECESSARILY MEAN IT FALLS OUTSIDE OF



1 THE EFFORTS OF THIS TEAM. AND FROM THE MARKETING
2 STANDPOINT AND DEVELOPING -- WELL, DEVELOPING MARKETS,
3 BUT COORDINATION WITH OTHER AGENCIES, THE STATEMENTS
4 THAT WERE INCLUDED IN YOURS IN WORKING WITH THE
5 LICENSING AGENCIES AND ALL OF THAT.
6 I THINK THE EASY THING TO DO, AND I SEE
7 IT HAPPENING SOME OTHER TIMES, IS ONCE YOU EXCLUDE
8 SOMETHING FROM THE REGULATORY SCHEME, THEN IT SORT OF
9 GOES OFF THE RADAR SCREEN, AND WE NO LONGER CONCERN
10 OURSELVES WITH IT. AND I THINK IT'S IMPORTANT THAT WE
11 KEEP THE BIG PICTURE IN THIS EFFORT AS WELL AS THE
12 REGULATORY SIDE OF IT. SO I DON'T KNOW IF YOU HAVE ANY
13 COMMENTS ON THAT.

14 MS. TRGOVCICH: WE TAKE YOUR COMMENTS VERY
15 MUCH TO HEART. IT'S, IN FACT, AN AREA THAT WAS RAISED
16 AT OUR STAKEHOLDERS MEETING, THE SMALL MEETING THAT WE
17 HELD A COUPLE WEEKS AGO, WHERE FOLKS SPECIFICALLY
18 LOOKED AT THE LICENSING ASPECT, THE TRAINING LICENSING
19 ASPECT. AND THEY SAID, "WELL, IT LOOKS LIKE YOU'RE
20 FOCUSING ON DECONSTRUCTION TECHNIQUES AND YOU'RE
21 FOCUSING ON THAT WHOLE AREA, BUT WHAT ABOUT THE
22 REGULATORY ASPECTS, THE HEALTH AND SAFETY ASPECTS, AND
23 THE INTEGRATION WITH THE BOARD'S REGULATION
24 DEVELOPMENT? SO WE HEARD THAT. AND WE'LL BE
25 CONSTANTLY GETTING THAT FEEDBACK AND TRYING TO SEEK



1 THAT KIND OF INTEGRATION.
2 DOROTHY AND I, IN FACT, ARE MEETING WITH
3 THE TWO TEAMS FOR WHICH THERE ARE CURRENTLY REGULATION
4 EFFORTS UNDERGOING CURRENTLY THIS AFTERNOON, THE
5 ORGANICS AREA AND THE C&D AREA. AND WE'RE BRINGING
6 BOTH TEAMS TOGETHER THIS AFTERNOON TO BE ABLE TO LOOK
7 AT CAN WE DO MORE IN THE WAY OF COORDINATION AND IN THE
8 WAY OF GETTING THE TEAMS MORE INVOLVED IN THE OUTCOME
9 OF THE REGULATORY EFFORT TOO. SO WE TAKE THOSE
10 COMMENTS VERY MUCH TO HEART.

11 BOARD MEMBER FRAZEE: ONE OF THE SPECIFICS
12 RELATES TO A TOUR THAT I HAD THE OPPORTUNITY TO DO A
13 COUPLE OF MONTHS AGO OF C&D ACTIVITIES IN SOUTHERN
14 CALIFORNIA AND ONE THAT' PARTICULARLY IMPRESSED ME. AND
15 I THINK THAT WE OUGHT TO INCLUDE CALTRANS IN OUR LIST
16 OF CONTACTS ON THIS WAS AN OPERATION -- A FREEWAY
17 OPERATION WHERE 100 PERCENT OF THE REMOVED BRIDGE AND
18 HIGHWAY MATERIAL WAS BEING REPROCESSED ON-SITE AND USED
19 AS ROAD BASE. THAT FROM A FIRST CUT VIEW OF MINE WOULD
20 PROBABLY BE AN EXCLUDED ACTIVITY UNDER THE PERMITTING.
21 I'M NOT COMMITTING TO THAT, BUT IT MAY VERY WELL BE.
22 AND I THINK IT WOULD BE A GREAT PUSH FOR THAT BY THE
23 INDUSTRY ITSELF. I THINK THAT WAS THE POINT THEY WERE
24 MAKING IN SHOWING US THAT, THAT THIS IS A NICE, NEAT,
25 CLEAN OPERATION. YOU DON'T NEED TO CONCERN YOURSELVES



1 WITH THIS. BUT IT IS A SIGNIFICANT CONTRIBUTOR TO THE
2 WASTESTREAM THAT'S BEING REUTILIZED. AND, OF COURSE,
3 CALTRANS' STANDARDS PROBABLY HAD TO BE MODIFIED OR
4 CHANGED OR SOMETHING IN THAT REGARD IN ORDER TO USE
5 THAT MATERIAL VERSUS BRINGING IN NEW RAW MATERIAL FROM
6 A MINE OR SOMETHING OF THAT NATURE.

7 MS. TRGOVCICH: CALTRANS WAS A PARTICIPANT IN
8 THE SMALL STAKEHOLDERS MEETING THAT WE HELD A WEEK OR
9 TWO AGO. THEY RAISED THE STANDARD SETTING ISSUE. WE
10 DID TALK BRIEFLY ABOUT THE REGULATIONS EFFORT. WE
11 REALLY HAVE TWO TYPES OF INVOLVEMENT WITH CALTRANS IN
12 THIS AREA. AND ONE IS GETTING THEM TO ADOPT THE
13 STANDARDS AND SPECIFICATIONS BECAUSE A LOT OF TIMES YOU
14 WON'T SEE THESE ACTIVITIES UNDERTAKEN, THE USE OF
15 CRUSHED ASPHALT AS ROAD BASE. THERE'S A VARIETY OF
16 TECHNIQUES THAT CAN BE USED OUT THERE, AND UNTIL
17 CALTRANS COMES OUT AND SAYS IT'S OKAY, MOST OTHER FOLKS
18 AREN'T GOING TO FOLLOW ALONG. SO THAT'S REALLY
19 IMPORTANT TO US.

20 WHAT'S ALSO VERY IMPORTANT TO US IS THAT
21 THEY COMMIT THEIR PROJECTS TO -- TOWARDS RECYCLING, SO
22 THAT WE'RE SEEING THEM LOOKING AT RECYCLED MATERIALS AS
23 A FUNDAMENTAL ELEMENT OF THEIR CONSTRUCTION PROJECTS,
24 BOTH FOR THOSE THAT THEY CARRY OUT DIRECTLY AND THOSE
25 BEING CARRIED OUT UNDER CONTRACT. SO THEY'RE A KEY



1 PLAYER.

2 BOARD MEMBER FRAZEE: THEN IN SELECTING THE
3 REGIONS FOR THIS, MY FIRST THOUGHT, COMING FROM SAN
4 DIEGO WAS, YOU KNOW, AN IDEAL REGION, WE HAVE A
5 SIGNIFICANT SHARE OF THIS ACTIVITY GOING ON IN SAN
6 DIEGO. ON THE OTHER HAND, THE MARKETING ASPECT OF C&D
7 MATERIAL IS SOMEWHAT DIFFERENT BECAUSE OF THE HUGE
8 MARKET ACROSS THE BORDER. AND WHERE THERE IS AN
9 ACCEPTANCE OF MATERIALS THAT FOR BUILDING STANDARDS ON
10 THIS SIDE OF THE BORDER WOULD NOT PERMIT THOSE
11 MATERIALS TO BE USED ARE READILY ACCEPTABLE IN MEXICO.
12 SO THAT DOES CREATE A DISTORTION IN IT. SO I DON'T
13 KNOW WHETHER SAN DIEGO IS A GOOD TEST MODEL OR NOT.

14 MS. TRGOVCICH: ACTUALLY, TO BE VERY CANDID,
15 WE RAN AN INITIAL RUN -- AND I MAY ASK SOME OF THE TEAM
16 MEMBERS TO COME UP TO THE PODIUM -- OF JURISDICTIONS
17 THAT HAVE THE HIGHEST NUMBER OF COMMITTED CONSTRUCTION
18 DOLLARS BASED UPON BUILDING PERMITS AND OTHER FACTORS.
19 AND I DO NOT BELIEVE THAT SAN DIEGO WAS IN THE TOP
20 NINE. YES, IT WAS. SO AS SAN DIEGO, WE HAD ALAMEDA,
21 CONTRA COSTA, LOS ANGELES, ORANGE, RIVERSIDE,
22 SACRAMENTO, SAN BERNARDINO, SAN DIEGO, AND SANTA CLARA.
23 THEY REALLY STOOD OUT IN TERMS OF COMMITTED
24 CONSTRUCTION DOLLARS.
25 SO WHERE, YOU KNOW, NOT ONLY ARE



1 BUILDINGS GOING UP, BUT YOU'RE MAKING THE ASSUMPTION
2 THAT IF BUILDINGS ARE GOING UP, SOMETHING IS PROBABLY
3 COMING DOWN TOO. SO YOU'RE LOOKING AT BOTH
4 CONSTRUCTION AND DEMOLITION ACTIVITY ASSOCIATED WITH
5 IT. SO THESE WOULD BE THE NINE REGIONS THAT AS A TEAM
6 WE WOULD THEN PASS ON TO THE DIVISIONS AND SAY WE'D
7 REALLY LIKE YOU TO TAKE A LOOK AT THESE NINE. AND
8 BASED UPON OTHER FACTORS, SUCH AS WHERE ARE THEY
9 CURRENTLY AT IN TERMS OF DIVERSION? ARE WE HERE TO TRY
10 TO, YOU KNOW, BRING THAT -- HOW DID WE TERM IT? -- THAT
11 C OR D LEVEL JURISDICTION UP TO AN A LEVEL STATUS, OR
12 ARE WE HERE TO WORK WITH THAT B OR A LEVEL JURISDICTION
13 TO SAY WHAT WORKS AND PASS THAT ON? SO THERE'S A
14 NUMBER OF THINGS THAT WE'RE GOING TO NEED TO LOOK AT,
15 BUT THESE ARE KIND OF THE TOP NINE IN TERMS OF
16 CONSTRUCTION.

17 BOARD MEMBER AMODIO: YES, MR. CHAIRMAN. MY
18 LAST JOB I DID HAVE THE OPPORTUNITY TO BE INVOLVED AT
19 TIMES MORE THAN I ALSO WANTED TO BE IN THE DEVELOPMENT
20 OF STRATEGIC PLANS. SO I WAS VERY PLEASED TO HEAR
21 KEITH'S OVERVIEW. I VERY MUCH SHARE HIS PERSPECTIVE
22 THAT THEY CAN EITHER ABSORB A LOT OF TIME AND JUST
23 COLLATE IDEAS WITHOUT MUCH REAL VALUE BECAUSE YOU DON'T
24 DO THE TOUGHER JOB OF EITHER ESTABLISHING PRIORITIES
25 OR, EQUALLY CRITICAL, DEVELOPING THE TEAM



1 COORDINATION. SO I'M VERY IMPRESSED WITH THE APPROACH
2 BEING TAKEN.
3 I JUST WANT TO MAKE THREE SMALL
4 OBSERVATIONS ON THAT. I WAS PARTICULARLY PLEASED, I
5 THINK, TO HEAR ABOUT THE BROAD PARTICIPATION WITHIN THE
6 STAFF TEAMS IN DEVELOPING IT BECAUSE THAT'S GOING TO BE
7 ESSENTIAL AS YOU GET TO THE TOUGHER JOB YOU'RE NOW
8 FACING OF HAVING THE SUPPORT AND BUY-IN TO IMPLEMENT
9 IT. AND I'M HOPING THAT THERE'S GOING TO BE THAT SAME
10 OUTREACH BROADLY FOR THOSE WHO ARE TRYING TO SERVE, AND
11 IT SOUNDS LIKE YOU'RE ON THAT TRACK.
12 SECOND OBSERVATION IS I'VE ALWAYS FOUND
13 THAT IT'S EASIER TO COME TO AGREEMENT ON GOALS THAN TO
14 DO THE FOLLOW-THROUGH OF COORDINATION AND OVERSIGHT.
15 AND THAT WILL ALWAYS BE A CHALLENGE, AND IT'S ONE THAT
16 YOU ARE OBVIOUSLY FACING. IF THERE'S ANYTHING THAT I
17 WOULD SAY THAT THE BOARD CAN DO, THAT MAY BE AN AREA IN
18 WHICH AT SOME POINT WE MIGHT ASSIST.
19 AND THE LAST COMMENT IS JUST A
20 COMMENDATION. IT WAS CLEAR FROM SEVERAL OF THE CANDID
21 COMMENTS, WHICH I THINK ARE ALWAYS HELPFUL, THAT THIS
22 HASN'T ALWAYS BEEN EASY FOR THE PARTICIPANTS, BUT THAT
23 YOU TOUGHED IT OUT TO GET THROUGH, REALIZING THAT YOU
24 DO START OFF WITH DIFFERENT PERSPECTIVES AND IDEAS; AND
25 UNLESS YOU'RE WILLING TO REALLY SIT THROUGH THEM AND



1 RESPECTFULLY UNDERSTAND AND FIND WHERE SOMETIMES
2 SEMANTICS IS DIVIDING YOU AND SOMETIMES WHERE THERE'S
3 SUBSTANTIVE DIFFERENCES, YOU'RE NOT GOING TO BE ABLE TO
4 GET TO AGREEMENT THAT YOU CAN ALL GET BEHIND.
5 I'M SURE AS WE GO OUT TO OUR EXTERNAL
6 PARTNERS, WE'RE GOING TO HAVE THE SAME CHALLENGE, BUT I
7 WAS VERY IMPRESSED, AND I GUESS IT REFLECTS WHAT I HAD
8 HEARD BEFORE, THAT THIS IS A VERY DEDICATED AND CAPABLE
9 STAFF.

10 MR. SMITH: THANK YOU.

11 BOARD MEMBER EATON: YES. THANK YOU, MR.
12 CHAIRMAN. I'M GOING TO JUST HAVE A COUPLE OF COMMENTS
13 WITH REGARD TO THIS TEAM, AND THEN I ASSUME THEN WE'LL
14 ASK QUESTIONS OF THE OTHER TEAM SO THAT PEOPLE DON'T
15 HAVE TO CHANGE. AND BOARD MEMBER CHESBRO ASKED THAT I
16 ASK A COUPLE OF QUESTIONS OF THE OTHER TEAM.
17 JUST A COUPLE OF REAL QUICK QUESTIONS, AS
18 WELL AS A COMMENT OF ALL OF THE GOOD WORK. AND I'VE
19 HAD THE OPPORTUNITY, OBVIOUSLY, BEFORE YOU, JOHN, TO
20 SIT DOWN AND GO THROUGH A FRIDAY STAFF MEETING. AND I
21 WOULD RECOMMEND THAT YOU DO THE SAME. IT WAS QUITE
22 INSTRUCTIVE. AND I THINK KEITH CAN ARRANGE THAT FOR
23 YOU. IT'S QUITE A COLLABORATIVE PROCESS, AND I THINK
24 ONE THAT YOU WILL ENJOY, HAVING BEEN INVOLVED WITH IT.
25 FIRST OF ALL, WHO WAS AT THE SMALL



1 STAKEHOLDER MEETING, JUST OUT OF CURIOSITY?

2 MS. TRGOVCICH: WE HAD SEVERAL -- WE HAD

3 REPRESENTATIVES FROM THE CALIFORNIA DEMOLITION

4 CONTRACTORS ASSOCIATION, THE CONSTRUCTION MATERIALS

5 RECYCLING ASSOCIATION, RAISH PRODUCTS, NORCAL,

6 CONSTRUCTION MATERIALS ASSOCIATION OF CALIFORNIA, WMX

7 WAS THERE. BFI WAS INVITED, ALONG WITH CRRC. THEY

8 WERE NOT ABLE TO MAKE IT. THE CALIFORNIA BUILDING

9 INDUSTRY ASSOCIATION, CALTRANS, THE L.A. COUNTY

10 SANITATION DISTRICT, LEAGUE OF CITIES, AND CALIFORNIA

11 STATE ASSOCIATION OF COUNTIES. BOTH YVONNE AND KAREN

12 WERE INVITED AND WERE UNABLE TO MAKE IT. JUSTIN MALAN

13 OF CCDEH WAS THERE, ALONG WITH A PARTICULAR CONTRACTOR,

14 VIKING DEMOLITION OF LO ANGELES.

15 BOARD MEMBER EATON: THE OTHER THING I WOULD

16 JUST SAY AS A COMMENT FOR IT IS THAT IN SACRAMENTO THE

17 OTHER NIGHT, AS I TURNED ON THE TELEVISION AND WAS

18 WATCHING THE EIR BEING SOMEWHAT APPROVED FOR THE

19 BUILDING OF WHICH, I GUESS, WE'RE ALL GOING TO

20 EVENTUALLY OCCUPY, AND SOME OF THE PROBLEMS RIGHT

21 THERE, IT WAS RELATED THAT IN SACRAMENTO ALONE WE'RE

22 GOING TO HAVE 20 MILLION SQUARE FEET OF OFFICE SPACE

23 RIGHT HERE IN SACRAMENTO. AND I THINK THAT I DO

24 BELIEVE THAT IF WE KEEP OUR OWN HOME CLEAN AND IN

25 ORDER, THAT WE'LL BE ABLE TO DO THAT FOR OTHERS.



1 SO I THINK IF WE LOOK AT TRYING TO WORK
2 WITH SOME OF OUR OWN AGENCIES AND STUFF LIKE THAT AND
3 WHATEVER HELP THE BOARD CAN DO TO FACILITATE THAT THAN
4 LOCKING HORNS WITH THOSE INDIVIDUALS DOWNTOWN, WE'D BE
5 GLAD TO HELP IN THAT EFFORT. I THINK THAT WOULD BE A
6 GOOD THING TOO AS WELL.

7 CHAIRMAN PENNINGTON: THANK YOU, MR. EATON.
8 MR. JONES.

9 BOARD MEMBER JONES: I JUST WANT TO COMMEND
10 STAFF. I THINK THAT THIS WAS -- IS THE WAY THAT THIS
11 BOARD SHOULD BE DOING BUSINESS IS HAVING CLEAR GOALS
12 AND CLEAR MISSIONS AND GETTING -- AND ATTACKING.
13 THE -- I'M SURE THAT THROUGH THE PROCESS
14 I KNOW I HAD SOME COMMENTS ON THE C&D PROCESS BECAUSE I
15 DIDN'T WANT PEOPLE GETTING TOO NARROWLY FOCUSED BECAUSE
16 C&D, LIKE A LOT OF THINGS, WORK IN REGIONS. IT'S ALL A
17 MATTER OF TRANSPORTATION. AND I THINK THAT YOUR OUT --
18 THE TWO SETS THAT YOU'VE GONE DOWN MAKE A LOT OF SENSE,
19 AND I THINK THAT, YOU KNOW, THIS IS GOING TO HAVE SOME
20 REAL VALUE. AND I APPRECIATE, YOU KNOW, BOTH THE LOCAL
21 ASSISTANCE AND EVERYBODY, AND I WAS GLAD TO SEE AL UP
22 HERE GIVING THAT PRESENTATION FROM MY OFFICE. BUT I
23 JUST WANT TO COMMEND EVERYBODY AND SAY YOU GUYS ALL DID
24 A GOOD JOB AND JUST KEEP BANGING.

25 CHAIRMAN PENNINGTON: CAREN, DO WE -- HAVE WE



1 INVOLVED THE BUILDING STANDARDS COMMISSION AND THE
2 DEPARTMENT OF HOUSING'S CODES AND STANDARDS DIVISION?

3 MS. TRGOVCICH: I DON'T BELIEVE THAT WE'VE
4 INVOLVED THEM IN THIS STAKEHOLDERS MEETING, NOT AT THIS
5 POINT. WE CERTAINLY HAVE INCLUDED THEM ON OUR LARGER
6 STAKEHOLDER LIST, AND WE'VE HAD INDIVIDUAL CONTACTS
7 WITH HOUSING AS IT RELATES TO SPECIFIC PRODUCTS UP TO
8 THIS POINT, BUT WE'RE HOPING TO GET THEM MORE INVOLVED.

9 CHAIRMAN PENNINGTON: IT WOULD SEEM THAT THEY
10 WOULD PLAY A FAIRLY IMPORTANT ROLE IN USING RECYCLED
11 MATERIALS AND THOSE KINDS OF THINGS.
12 OVERALL WONDERFUL PRESENTATION. I ONLY
13 REITERATE MY COLLEAGUES' STATEMENTS.

14 DID SOMEBODY -- DID YOU, MR. EATON, HAVE
15 SOME QUESTIONS OF JUDY?

16 BOARD MEMBER EATON: YEAH. COUPLE OF REAL
17 QUICK QUESTIONS. ONE, JUST INFORMATIONAL. AND THIS
18 MAY BE MORE SPECIFIC THAN WE NEED TO GET INTO, BUT WHAT
19 WERE SOME OF THE COMMON REASONS FOR THE CATEGORY WHERE
20 WE IDENTIFIED THOSE THAT WERE 25 PERCENT OR BELOW AND
21 THEN THAT MIDRANGE AND THEN THOSE THAT WERE GREATER
22 THAN 50 PERCENT? WHAT KINDS OF THINGS WERE YOU ABLE TO
23 IDENTIFY THAT SEEMED TO BE IN COMMON WITH THOSE GROUPS
24 THAT WERE ACTUALLY NEAR OR EXCEEDING THE 50 PERCENT
25 ALREADY? WERE THERE SOME THINGS THAT WE COULD



1 IDENTIFY? AND I KNOW THOSE ARE TOOLS THAT YOU ARE
2 GOING TO EVENTUALLY TRANSMIT ALONG THE INFORMATION
3 NETWORK, BUT JUST FOR PURPOSES OF MY OWN INQUIRY, WHAT
4 KINDS OF THINGS DID YOU IDENTIFY OR SEE?

5 MS. FRIEDMAN: WE HAVE NOT LOOKED AT -- FOR
6 THE PURPOSES OF DEVELOPING THIS WORK FOR THE TEAM, WE
7 DID NOT GO TO THE NEXT STEP OF ANALYSIS OF STARTING TO
8 ANALYZE ALL THOSE DIFFERENT FACTORS THAT RESULT IN
9 JURISDICTIONS BEING AT 50 PERCENT. THAT'S GOING TO BE
10 THE WORK OF THE DIVISIONS TO IN DEVELOPING THE TARGETED
11 JURISDICTIONS AND THOSE JURISDICTIONS FROM WHICH WE'RE
12 GOING TO STEAL BEST PRACTICES, AS KEITH PUTS IT. I
13 INVITE ANY MEMBER OF THE TEAM WHO HAS ANY THOUGHTS ON
14 THAT TO COME UP AND HELP ANSWER THAT QUESTION, BUT FOR
15 THE PURPOSES OF DEVELOPING OUR PARTICULAR METHODOLOGY,
16 WE DID NOT GO TO THAT LEVEL OF ANALYSIS AT THIS POINT.

17 BOARD MEMBER EATON: WAS THERE ANY OTHER
18 CRITERIA USED OTHER THAN THE 25, 50, OR GREATER THAN 50
19 PERCENT AS WE SELECT THESE JURISDICTIONS AS WE GO
20 ALONG?

21 MS. FRIEDMAN: WELL, THE CRITERIA FOR
22 DEVELOPING THE TARGETED JURISDICTIONS WERE DEALING
23 WITH RIGHT NOW, SO THAT'S ONE OF THE NEAR-TERM
24 COMMITMENTS THAT WE ALLUDED TO, THAT, IN FACT, MY
25 DIVISION IS TAKING THE LEAD ON DEVELOPING, IS CRITERIA



1 FOR THE TARGETED JURISDICTIONS. SO I DON'T HAVE THE
2 LIST FOR YOU RIGHT NOW ALONG THOSE LINES, BUT WE WILL
3 BE LOOKING AT THOSE FACTORS.

4 BOARD MEMBER EATON: HAVE YOU SELECTED THOSE
5 JURISDICTIONS OR YOU'RE GOING TO?

6 MS. FRIEDMAN: WE'RE GOING TO BE. NEAR TERM
7 TARGET FOR THAT IS JULY.

8 BOARD MEMBER EATON: AND THEN MR. CHESBRO
9 WOULD JUST, WITH REGARD TO THE PROJECT MANAGERS, LIKE
10 TO KNOW -- I GUESS PROBABLY KEITH IS -- ARE YOU GOING
11 TO BACKFILL THE STAFF POSITIONS VACATED BY THE STAFF
12 WHEN THE OTHERS BECOME PROJECT MANAGERS? IS THAT WHAT
13 SOME OF THAT MONEY IS GOING TO BE USED FOR? IS IT
14 GOING TO BE MORE FOR RESOURCE DIRECTED TOWARDS THE
15 GOALS?

16 MR. SMITH: AGAIN, WE'RE LOOKING AT PROBABLY
17 SOME REDIRECTION FROM WITHIN. WE'RE GOING TO NOT
18 REORGANIZE, BUT RESTRUCTURE HOW WE, PARTICULARLY IN
19 JUDITH'S DIVISION, HOW WE ORGANIZE TO DELIVER EACH OF
20 THESE PARTS OF THIS PLAN. SO I SUSPECT THAT SOME
21 EXISTING PEOPLE DOING CURRENT JOBS WILL END UP IN THOSE
22 POSITIONS. SOME OF THE VACANT POSITIONS MAY GO TO
23 THEM. IT'S SOMETHING REALLY THAT THE DIVISION WILL BE
24 MAKING THAT DETERMINATION. THERE'S SOME VERY DIFFERENT
25 SKILLS INVOLVED. WE'VE BEEN DOING A LOT OF DATA



1 ANALYSIS RIGHT NOW ON THE PLANS. THESE SKILLS ARE
2 GOING TO BE THE CONSULTANT, THE COMMUNICATIVE SKILLS.
3 50 JUDITH IS GOING TO HAVE TO LOOK AT SOME VERY
4 DIFFERENT SKILL SETS OF PEOPLE AND SEE WHERE THE BEST
5 CANDIDATES LIE. THAT'S KIND OF A DIVISIONAL
6 RESPONSIBILITY, NOT A TEAM RESPONSIBILITY.

7 MS. FRIEDMAN: IF I CAN ADD TO THAT, RIGHT NOW
8 WITHIN MY DIVISION AND MY MANAGEMENT TEAM AND MY STAFF,
9 WE'RE LOOKING AT THOSE KINDS OF ISSUES. WE'RE ALSO
10 LOOKING AT -- IN FACT, ONE OF THE NEAR-TERM COMMITMENTS
11 WE TALKED ABOUT WAS SOME TRAINING OPPORTUNITIES FOR THE
12 PROJECT MANAGERS. AND SO WE'RE WORKING WITH THE
13 OFFICER OF ORGANIZATIONAL EFFECTIVENESS TO DEVELOP SOME
14 TRAINING ALONG THOSE LINES, BUT IT'S REALLY AN INTERNAL
15 THING THAT WE'RE LOOKING AT, TRYING TO MAXIMIZE THE
16 BEST USE OF RESOURCES TO MEET THAT NEED.

17 BOARD MEMBER EATON: THANK YOU VERY MUCH.
18 KEEP UP THE GOOD WORK, AND I CAN'T WAIT TO SEE WHAT
19 THEY DO FOR YOU ON APRIL 1ST, WHICH IS FOOL'S DAY,
20 WHICH IS, AS I UNDERSTAND, GOING TO BE THE NEXT ONE.

21 MR. SMITH: I THINK I'LL STAY AWAY THAT DAY.
22 I'D LIKE TO TURN IT OVER TO RALPH FOR SOME FINAL
23 COMMENTS.

24 MR. CHANDLER: I KNOW, MR. CHAIRMAN, YOU'VE
25 GOT SOME SLIPS, AND CERTAINLY WE NEED TO HEAR FROM THE



1 PUBLIC, BUT I JUST WANTED TO SAY A COUPLE OF THINGS.
2 FIRST, TO ACKNOWLEDGE KEITH'S LEADERSHIP IN HELPING
3 SERVE AS A FACILITATOR, IF YOU WILL, ALONG WITH THE
4 FACILITATORS AND, OF COURSE, THE TEAM LEADERS FOR THE
5 EFFORTS. WE'VE GOT TWO MORE TO COME.
6 YOU ALL CAST THE DIE -- I GUESS I SAID
7 THAT BACKWARDS, DIDN'T I? -- THE DIE WAS CAST WHEN THE
8 BOARD SET THE STRATEGIC PLAN. AND I WANT TO JUST
9 CONTINUE TO REMIND YOU THAT YOU SET THE DIRECTION WITH
10 THE FOCUS THAT YOU WANTED TO SEE US ACHIEVE. AND I
11 THINK WE, OF COURSE, MOVED THROUGH THOSE PRIORITY
12 AREAS, AND NOW YOU'RE BEGINNING TO SEE THE RESULTS OF
13 THAT.
14 I WANT TO WHET YOUR APPETITE A LITTLE BIT
15 BY SIMPLY SAYING THAT WHILE THIS WORK IS GOING ON FOR
16 THE NEXT 18 MONTHS AND YOU CONTINUE TO SEE THE ON-DECK
17 CIRCLE ITEMS COME FORWARD, I'M PARTICULARLY INTERESTED
18 THAT WE START A DIALOGUE AS MEMBERS AND WITH ALL OF
19 THOSE THAT YOU ASSOCIATE WITH IN YOUR PROFESSIONAL
20 INTERFACE WITH THE PEOPLE THAT COME BEFORE THE BOARD,
21 THAT WE START LOOKING AT SETTING THE PUBLIC POLICY
22 AGENDA FOR THE 21ST CENTURY ON INTEGRATED WASTE
23 MANAGEMENT POLICY, THAT WE ARE WELL ON OUR WAY TO
24 PUTTING IN PLACE WHAT WE FEEL WE NEED TO DO FOR THE
25 NEXT 18 MONTHS TO GET TO THE YEAR 2000.



1 WE NEED TO NOW BE STARTING TO ENGAGE IN
2 THAT DISCUSSION OF WHAT'S BEYOND THE YEAR 2000, A
3 DISCUSSION THAT WE HAVEN'T REALLY HAD IN ANY PUBLIC
4 FORUM OR ANY GREAT LENGTH. SO WHILE THE STAFF WORK IS
5 UNDER WAY AND THE ONGOING REPORTING COMES FORWARD, WE
6 WILL BE TALKING MORE AMONGST OURSELVES, AND I'D LIKE TO
7 BE SITTING DOWN WITH YOU AND TALKING ABOUT HOW WE CAN
8 BEGIN TO OPEN UP THAT DIALOGUE A LITTLE BIT MORE.
9 AND I WANT TO THANK YOU AGAIN FOR THE
10 DIRECTION YOU SET IN THE STRATEGIC PLAN AND THE SUPPORT
11 YOU'VE GIVEN IT SO THAT I COULD REINFORCE WITH STAFF,
12 AS MR. AMODIO INDICATED, THIS IS NOT GOING TO BE A
13 SHELF DOCUMENT. WE'RE GOING TO TAKE THE STRATEGIC PLAN
14 AND IMPLEMENT IT, AND WE'RE DOING THAT WELL. AND NOW
15 IT'S TIME, I THINK, THAT WE CONTINUE TO LOOK FORWARD
16 AND LOOK JUST WHERE WE WANT TO BE BEYOND THE YEAR 2000.
17 AND AS I SAID, WE'LL BE TALKING MORE ON THAT. I'D LIKE
18 TO HEAR FROM THE PUBLIC. I KNOW YOU'VE GOT SOME SLIPS,
19 BUT I JUST WANTED TO THANK YOU.

20 CHAIRMAN PENNINGTON: THANK YOU, MR.
21 CHANDLER. NOW WE'LL HEAR FROM EVAN EDGAR.
22 MR. EDGAR: THANK YOU, CHAIRMAN AND BOARD
23 MEMBERS. MY NAME IS EVAN EDGAR, EDGAR ASSOCIATES,
24 REPRESENTING THE CALIFORNIA REFUSE REMOVAL COUNCIL.
25 IN 1989 WHEN AB 939 WAS SIGNED, THAT WAS



1 OUR STRATEGIC PLAN FOR THE SOLID WASTE INDUSTRY, AND
2 IT'S OUR PLAN TODAY AND WILL BE FOR YEARS TO COME. BUT
3 ANY PLAN NEEDS TO BE A PLAN, DO, CHECK, AND ADJUST; IS
4 THAT CORRECT, MR. SMITH? AND WE DO FEEL YOUR PAIN TOO
5 SOMETIMES OUT IN THE INDUSTRY WHEN WE PUT TOGETHER OUR
6 PLANS AS WELL. BUT IT'S 1998. AND WE LOOK AT AB 939
7 AS OUR CORE BUSINESS PLAN. YOU KNOW, IT'S NINE YEARS
8 LATER, AND WE'VE BEEN COMMITTED TO AB 939.
9 SAYS WE SUPPORT YOUR PLAN TO GET TO YEAR
10 2000. THE INDUSTRY IS IN FLUX. IT'S IN A GIANT FLUX
11 RIGHT NOW. AND THERE'S A LOT OF THINGS GOING ON OUT
12 THERE THAT YOU CAN READ IN WASTE NEWS ABOUT THE
13 OVERCONSOLIDATION OF THIS INDUSTRY AND WHAT DOES IT
14 MEAN. YOU CAN READ ABOUT WHAT'S GOING ON WITH THE
15 PUBLICLY HELD COMPANIES. I THINK THEY'VE PLANNED
16 ACQUISITIONS. THEY DO IT IN A BULL MARKET. THEY CHECK
17 THE WALL STREET AND THEY ADJUST THEIR PLANS. AND AS
18 YOU READ ABOUT THEIR PLANS IN WASTE NEWS, THEY TALK
19 ABOUT HAULING AND DISPOSING TO MEGA LANDFILLS.
20 I THINK WHAT YOU'LL SEE IN 1998, YOU'LL
21 SEE ALTAMONT, CHIQUITA, AND KETTLEMAN. THERE WILL BE
22 SOME KEY MEGA LANDFILLS COMING TO YOUR BOARD, AND
23 THAT'S THEIR CORE PLAN. THAT'S THEIR BUSINESS PLAN FOR
24 1998 AND BEYOND, WHICH IS BASED UPON A NATIONWIDE PLAN.
25 I THINK THESE NATIONALLY HELD COMPANIES THAT ARE



1 PUBLICLY HELD, THEY HAVE A DIFFERENT SET OF CUSTOMERS
2 TO ANSWER TO, WHETHER IT BE HOUSTON OR WALL STREET OR
3 OTHER PEOPLE. AND AS THEY ADJUST THEIR PLANS FOR 1998
4 AND BEYOND, YOU MAY BE HEARING THINGS DIFFERENTLY FROM
5 THE PUBLICLY HELD COMPANIES.
6 BUT FROM THE PRIVATE INDEPENDENTS, WE
7 HAVE OUR CORE PLAN, AND IT'S AB 939, AND WE'RE
8 COMMITTED TO IT BECAUSE WE PLANNED AB 939. WE DO IT
9 EVERY DAY BECAUSE EVERY DAY AT CRRC IS AMERICA RECYCLES
10 DAY. I HAD TO PUT MY PLUG IN FOR RECYCLES DAY THERE.
11 WE CHECK IT. WE'RE AT 32 PERCENT AND GROWING. AND WE
12 ADJUST IT BY DOING MORE C&D AND BY DOING MORE
13 COMPOSTING. SO WE'RE COMMITTED. SO WE HAVE A
14 CALIFORNIA BASED BUSINESS PLAN. IT'S GOOD FOR
15 CALIFORNIA. IT'S GOOD FOR OUR CITY COUNCIL. IT'S GOOD
16 FOR OUR COUNTY SUPERVISORS. IT'S GOOD FOR OUR
17 FRANCHISEES, AND IT'S GOOD FOR THE PEOPLE IN OUR
18 COMMUNITY, AND WE'RE COMMITTED TO IT. SO THAT IS OUR
19 CORE BUSINESS PLAN, AND WE HAVE CHECKED AND ADJUSTED IT
20 AND COMMITTED TO IT.
21 WE OPERATE OVER 50 MRF'S IN CALIFORNIA,
22 OVER 20 COMPOST FACILITIES AND GROWING, AND WE'RE GOING
23 TO KEEP OUR 30 AB 939 CERTIFIED RECYCLING CENTERS OUT
24 THERE, WHICH IS ABOUT 30 PERCENT OF THE MARKETPLACE
25 THAT OUR MEMBER COMPANIES OPERATE. SO WE'RE VERY



1 COMMITTED TO AB 939 AND AB 2020 AS YOU SEE THROUGHOUT
2 THIS YEAR. WE ARE RESPONSIVE TO THE LOCAL CONDITIONS
3 AND VERY RESPONSIVE TO CALIFORNIA STATUTE, WHICH WE'RE
4 GOING TO STAND BEHIND. AND WE VIEW THIS WASTE BOARD AS
5 OUR PARTNER IN PROTECTING THAT STATUTE AND IN KEEPING
6 TO THE BUSINESS PLAN. AND I SEE THAT YOUR STRATEGIC
7 PLAN IS IN PARTNERSHIP WITH OUR BUSINESS PLAN, WHICH IS
8 THE IMPLEMENTATION OF AB 939.
9 I'M HERE TODAY BECAUSE WE BELIEVE IN IT,
10 AND WE'RE VERY SUPPORTIVE OF IT. I'M HERE FULL TIME
11 WORKING WITH YOUR STAFF. I'M ALMOST AD HOC STAFF AT
12 TIMES, I FEEL, BECAUSE I'M WORKING WITH THEM ON ALL
13 BASES, BUT I SEE OUR BUSINESS PLANS ARE IN PARALLEL.
14 WE HAVE THE MOMENTUM. **I** THINK WE HAVE THE RESULTS AND
15 WE NEED TO KEEP ON GOING FORWARD. WE SUPPORTED YOUR
16 ACTION IN JANUARY 1998 WITH ENFORCEMENT OF THE PLANNING
17 DOCUMENTS. WE LOOK FORWARD TO APRIL WITH THE
18 ENFORCEMENT OF THE 25-PERCENT MANDATE. WE ENCOURAGE AB
19 939 PERFORMANCE AND DIVERSION. WE ENCOURAGE AB 939
20 ENFORCEMENT, AND WE APPRECIATE THAT AB 939 IS ONE OF
21 YOUR PRIORITY AREAS WHERE YOU'RE REACHING OUT WITH
22 TECHNICAL ASSISTANCE TO THE LOCAL JURISDICTIONS IN
23 ORDER TO SHOW THEM DIFFERENT WAYS TO GET TO THE
24 50-PERCENT MANDATE.
25 SO LET IT BE KNOWN THEN IN CALIFORNIA



1 THAT THE PRIVATE INDEPENDENTS AND CRRC MEMBER COMPANIES
2 ARE COMMITTED TO AB 939 AND WILL BE OVER THE NEXT 18
3 MONTHS AND BEYOND. THAT'S WHAT I WANT TO TALK ABOUT,
4 ABOUT US BEING PARTNERS WITH THE LOCAL JURISDICTIONS TO
5 ACHIEVE THOSE GOALS. SO THAT'S MY FIRST PRIORITY AREA
6 I WANT TO TALK ABOUT.
7 THE SECOND PRIORITY AREA I WANT TO TALK
8 ABOUT IS C&D BECAUSE C&D IS ONE OF OUR CORE
9 BUSINESSES. I THINK WE LOOK AT C&D AS BEING COBBLED
10 TOGETHER AND ABOUT -- AS A PLAN FROM THE REGULATORY
11 ASPECT, FROM THE FEE ASPECT, FROM YOUR DIVERSION
12 ASPECT, AND WE'VE LEARNED A LOT WORKING WITH COMPOST
13 OVER THE LAST YEAR, SO WE'VE KIND OF HAD COMPOST IN THE
14 MAKING, AND I THINK WE HAVE A LOT OF GOOD RESULTS
15 THERE. AND TO GET TO 50 PERCENT, C&D IS THE NEXT AREA
16 WHICH OUR COMPANIES HAVE BEEN DOING FOR YEARS. THIS IS
17 NOTHING NEW FOR US. WE'VE BEEN DOING IT AT LANDFILLS
18 FOR MANY YEARS.
19 WHEN I WAS A LANDFILL MANAGER FOR THREE
20 YEARS, WE DID A LOT OF C&D RECYCLING AT THE POINT OF
21 PROCESSING, THE POINT OF DISPOSAL AS OPPOSED TO THE
22 FRONT END. SO WE'RE SHIFTING UP THE STREAM; AND ALONG
23 THE WAY, I THINK THERE NEEDS TO BE A LOT OF DIFFERENT
24 ASPECTS WITH REGARDS TO REGULATORY EQUITY AND FEE
25 EQUITY. THOSE ARE TWO OTHER ASPECTS THAT MR. FRAZEE



1 POINTED OUT OVER THE LAST FEW DAYS ABOUT INCORPORATING
2 THOSE THEMES INTO YOUR STRATEGIC PLAN.
3 WITH REGARDS TO REGULATORY EQUITY, WE
4 REALIZE THERE'S TWO TYPES OF C&D FACILITIES. THERE'S
5 COMMINGLED C&D AND THERE'S CLEAN INERTS AND CLEAN
6 SOURCE SEPARATED MATERIALS. WE BELIEVE THOSE CLEAN
7 INERTS AND SOURCE SEPARATED MATERIALS WILL BE EXCLUDED,
8 WILL BE OFF THE MAP, BUT STILL THEY NEED TO BE INCLUDED
9 AS PART OF YOUR MARKETING PLAN.
10 WITH REGARDS TO COMMINGLED C&D, I THINK
11 THERE'S A ROLE HERE FOR THE WASTE BOARD TO REGULATE IT.
12 I BELIEVE THERE'S A WHOLE ARRAY OF HEALTH AND SAFETY
13 ASPECTS FROM LEACHATE TO ODOR TO LEAD PAINT TO ASBESTOS
14 TO CONTAMINATED FINES. I BELIEVE THAT THESE LOCAL
15 ORDINANCES THAT YOU GUYS WILL BE PREPARING WILL NEED TO
16 INCORPORATE SOME OF THE STATE MINIMUM STANDARDS THAT
17 WILL BE COMING OUT OF THE REGULATORY PACKAGE. SO I CAN
18 SEE THAT AS A BENEFIT.
19 WITH REGARDS TO FEE EQUITY, THE ASPECTS
20 OF THE COMMINGLED C&D LANDFILLS IN CALIFORNIA THAT I'M
21 FAMILIAR WITH, WE PAY A FEE. A LOT OF PEOPLE PAY A
22 FEE. WE'RE FULLY PERMITTED. THERE'S A WHOLE SET OF
23 UNCLASSIFIED LANDFILLS OUT THERE THAT ARE UNPERMITTED
24 AND DON'T PAY THE INTEGRATED WASTE MANAGEMENT ACCOUNT
25 FEE. THERE'S A HUGE INEQUITY THERE. AND WE'RE WORKING



1 WITH THEM IN THE FEE EQUITY WORKSHOPS TO BRING THAT TO
2 LIGHT.
3 SO WITH REGARDS TO THE OTHER C&D
4 STRATEGIC PLAN, I LIKE WHAT I SEE, AND I THINK MR.
5 FRAZEE HAD A LOT OF GOOD COMMENTS ON DOVETAILING IT AND
6 INCORPORATING THE REGULATORY EQUITY AND FEE EQUITY.
7 THOSE ARE MY COMMENTS. I'M HAPPY TO BE INVOLVED WITH
8 THE PROCESS. THERE'S A LOT OF GOOD STAFF WORK, AND I'M
9 HERE TO HELP.

10 CHAIRMAN PENNINGTON: THANK YOU. ANY
11 QUESTIONS OF MR. EDGAR? OKAY. NEXT WE'RE GOING TO
12 HEAR FROM MR. SWEETSER.

13 MR. SWEETSER: GOOD MORNING, BOARD MEMBERS.
14 MY NAME IS LARRY SWEETSER, DIRECTOR OF REGULATORY
15 AFFAIRS FOR NORCAL WASTE SYSTEMS. WE'RE A PRIVATE,
16 EMPLOYEE-OWNED, CALIFORNIA BASED COMPANY. WANTED TO
17 APPLAUD THE EFFORTS ON WORKING WITH COMMUNITIES RATHER
18 THAN WORKING AT THEM. I THINK WE'VE ALWAYS FOUND, AND
19 I KNOW I ALWAYS PREFERRED WORKING WITH COOPERATIVE
20 COMPLIANCE RATHER THAN BEATING PEOPLE OVER THE HEAD
21 WITH A HAMMER. I THINK THE BOARD DOES PRETTY WELL ON
22 THAT REGARD.

23 I THINK THE EFFORTS THAT YOU'RE FOCUSING
24 ON, THE LOCAL ASSISTANCE, HELP. I AGREE WITH MR.
25 CHANDLER AS FAR AS THIS ONLY BEING THE FIRST STEP ON



1 TRYING TO REACH THE 50 PERCENT. WE STILL HAVE TO GO
2 BEYOND THE 50. WHAT THE NEXT STEP IS, I MEAN THAT'S A
3 BIG LEAP ON WHAT WE'RE GOING TO DO FOR THE REST OF
4 TIME.
5 ON THE PLAN EMPHASIS, UNFORTUNATELY
6 THERE'S NO LOCAL GOVERNMENT REPRESENTATIVES. IT'D BE
7 NICE TO GET THEIR PERSPECTIVE IN ON THIS TOO. I
8 HAVEN'T BEEN INVOLVED IN THOSE MEETINGS, BUT WE'D LIKE
9 TO ACKNOWLEDGE THAT THEY ARE THE ONES THAT ARE
10 RESPONSIBLE FOR THE PLANS. THEY ARE THE ONES THAT
11 DETERMINE -- HELP DETERMINE WHETHER IT WORKS OR NOT.
12 THEY'RE THE ONES ON THE HOOK FOR THE COMPLIANCE. I
13 THINK IT WOULD BE APPROPRIATE WHEN YOU'RE LOOKING AT
14 THE WHY THINGS WORK OR WHY THINGS DON'T WORK THAT YOU
15 INVOLVE THOSE OF US ON THE OPERATION SIDE. I DIDN'T
16 SEE A LOT OF EMPHASIS ON THAT ONE IN THERE. I KNOW
17 WE'D BE GLAD TO PARTICIPATE IN THAT FROM TIME TO TIME
18 AT KEY CHECKPOINTS ALONG THE WAY. THAT'S ENOUGH ON
19 THAT ONE.
20 AS FAR AS C&D, I HAVE SPENT A LOT OF TIME
21 WITH THAT. I WAS PART OF THAT STRATEGIC ACTION TEAM
22 AND DO AGREE THAT A LOT OF THE EMPHASIS NEEDS TO BE
23 EDUCATING THE GENERATORS, WHAT HAS TO BE DONE AT THE
24 SOURCE THAT CAN HELP US ON THE DIVERSION SIDE. BUT THE
25 KEY TO THAT IS ALWAYS MARKETS AND FINDING MARKETS AND



1 GETTING INCENTIVES FOR MARKETS OUT THERE.
2 THOSE OF US IN THE INDUSTRY OF SOLID
3 WASTE AND RECYCLING, WE CAN DIVERT THE MATERIAL. WE
4 JUST DON'T HAVE PLACES TO TAKE IT, SO THERE IS NO
5 CHICKEN AND EGG HERE. IT GIVES US PLACES. BUILD THOSE
6 THINGS, AND IT WILL COME. I CAN GUARANTEE THAT.
7 AS FAR AS GOAL 1, THE REGIONAL EFFORT IS
8 KEY. YOU CAN'T JUST LIMIT THIS TO ONE JURISDICTION OR
9 ONE LOCAL AREA. MANY OF US, NO MATTER WHERE YOU SET
10 THIS UP, WOULD LIKE TO FEED INTO THAT PROCESS. MR.
11 JONES HIT IT AS THE KEY TO ANY TYPE OF DIVERSION
12 PROGRAM IS TRANSPORTATION. THAT IS THE KEY COST
13 COMPONENT OF THESE EFFORTS. SO A REGIONAL EFFORT WILL
14 WORK. MANY OF US WOULD LIKE TO FEED INTO THOSE AS THEY
15 GET DEVELOPED.
16 ON GOAL 2 I THINK THE KEY ISSUE WILL BE
17 EMPHASIZING THOSE MARKET DEVELOPMENTS, AND WE HOPE --
18 KNOW STAFF TIME WILL BE OF CONCERN IN ALL OF THIS, BUT
19 WE HOPE YOU CAN PRIORITIZE THESE THINGS ON SOME OF THE
20 MAJOR COMPONENTS IN THE C&D, PARTICULARLY WOODWASTE,
21 INERTS, AND SOME OF THE OTHERS.
22 ESPECIALLY AS FAR AS WE HEARD YESTERDAY'S
23 ITEM, THERE'S STATUTORY MANDATES TO ADDRESS A SMALL
24 PORTION OF THE WASTESTREAM. IN THIS CASE YOU ARE FREE
25 TO LOOK AT WHAT THE REAL NEEDS ARE OF THE WASTESTREAM



1 AND WHERE THE REAL DIVERSION EFFORTS NEED TO BE, AND WE
2 HOPE YOU CAN FOCUS ON THAT.
3 MR. FRAZEE WAS VERY CORRECT IN SOME OF
4 THE C&D ASPECTS ON THE REGULATORY SIDE. THAT IS A KEY
5 CONCERN, ESPECIALLY THOSE FACILITIES THAT WOULD BE
6 OUTSIDE OR EXCLUDED. THEY DO HAVE A MAJOR IMPACT ON
7 DIVERSION EFFORTS. AND THAT'S SOMETHING -- THAT
8 PROGRAM NEEDS TO BE -- WILL BE LOOKING AT. THERE'S
9 MAJOR INCONSISTENCIES ON HOW THOSE RULES ARE APPLIED.
10 AND ONCE WE FIND THAT FINE LINE, HOW WE DIVIDE PLACES,
11 WE'LL BE BETTER ABLE TO DETERMINE WHAT THE IMPACT WILL
12 BE.
13 BUT ONE OF THE MOST HELPFUL THINGS ON THE
14 C&D REGULATORY WORKSHOP' IS GETTING A LOT OF THE
15 DIFFERENT PARTIES TALKING TO EACH OTHER, SEEING WHAT
16 EACH ONE DOES. AND I THINK WE'RE FINDING IS THERE'S A
17 LOT OF AREAS OF AGREEMENT THAT I THINK WILL BE
18 INCORPORATED INTO THE REGULATORY PACKAGE AS IT COMES
19 FORWARD TO YOU.
20 I THINK, JUST IN SUMMARY, I THINK THE
21 MOST BENEFIT, AND MR. SMITH SUMMED IT UP PRETTY WELL,
22 THINK THE BEST ROLE YOU CAN SERVE IS AS A FACILITATOR.
23 THERE'S NOT A LOT OF FORCING OF MARKETS THAT YOU CAN
24 REALLY DO. BUT WHEN YOU PROVIDE PEOPLE WITH THE TOOLS
25 THAT THEY CAN USE TO FIND OUT WHAT THEY NEED TO, WHAT



1 ELSE EXISTS OUT THERE, THEY CAN APPLY THOSE TO THEIR
2 OWN SITUATION, MODIFY THEM, PROBABLY EVEN IMPROVE UPON
3 THOSE. SO WANT TO ENCOURAGE YOUR EFFORTS AND BE GLAD
4 TO PARTICIPATE.

5 CHAIRMAN PENNINGTON: VERY GOOD. ANY
6 QUESTIONS OF MR. SWEETSER? THANK YOU.
7 THAT CONCLUDES ITEM 35. THE BOARD WILL
8 NOW MOVE INTO A SHORT CLOSED SESSION TO DISCUSS A
9 PERSONNEL MATTER, AND WE'LL ADJOURN AFTER THAT.

10

11 (THE MEETING THEN RECESSES TO CLOSED
12 SESSION AT 11:25 A.M., AT THE CONCLUSION OF WHICH THE
13 MEETING WAS ADJOURNED.)

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Reporter's Certificate

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I, Beth C. Drain hereby certify:

that on the 26th day of
March, 1998, I did report in
shorthand the testimony of the foregoing
proceedings;

that on the conclusion of the above entitled
matter, I did transcribe my shorthand notes into
typewriting;

that the foregoing transcript is a true and correct
record of my shorthand notes thereof.

Beth C. Drain

Certified Shorthand Reporter
Certificate No. 7152

